

Sales Management

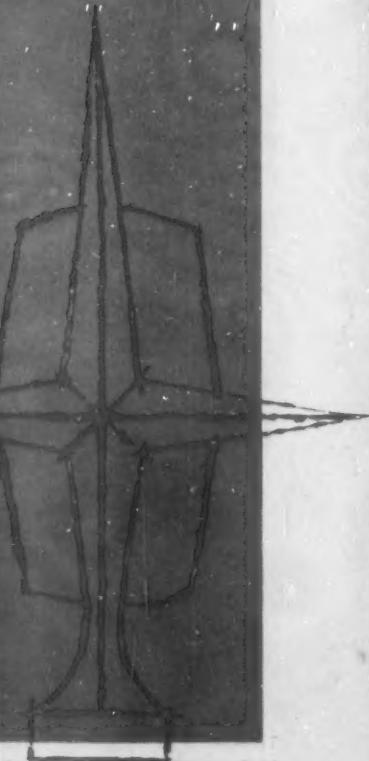
THE MAGAZINE OF MARKETING

The Fallacy
of Seasonal Advertising

Page 54

► **Ford's Continental—Mark II
Gets "Modern Formal" Sales Debut**

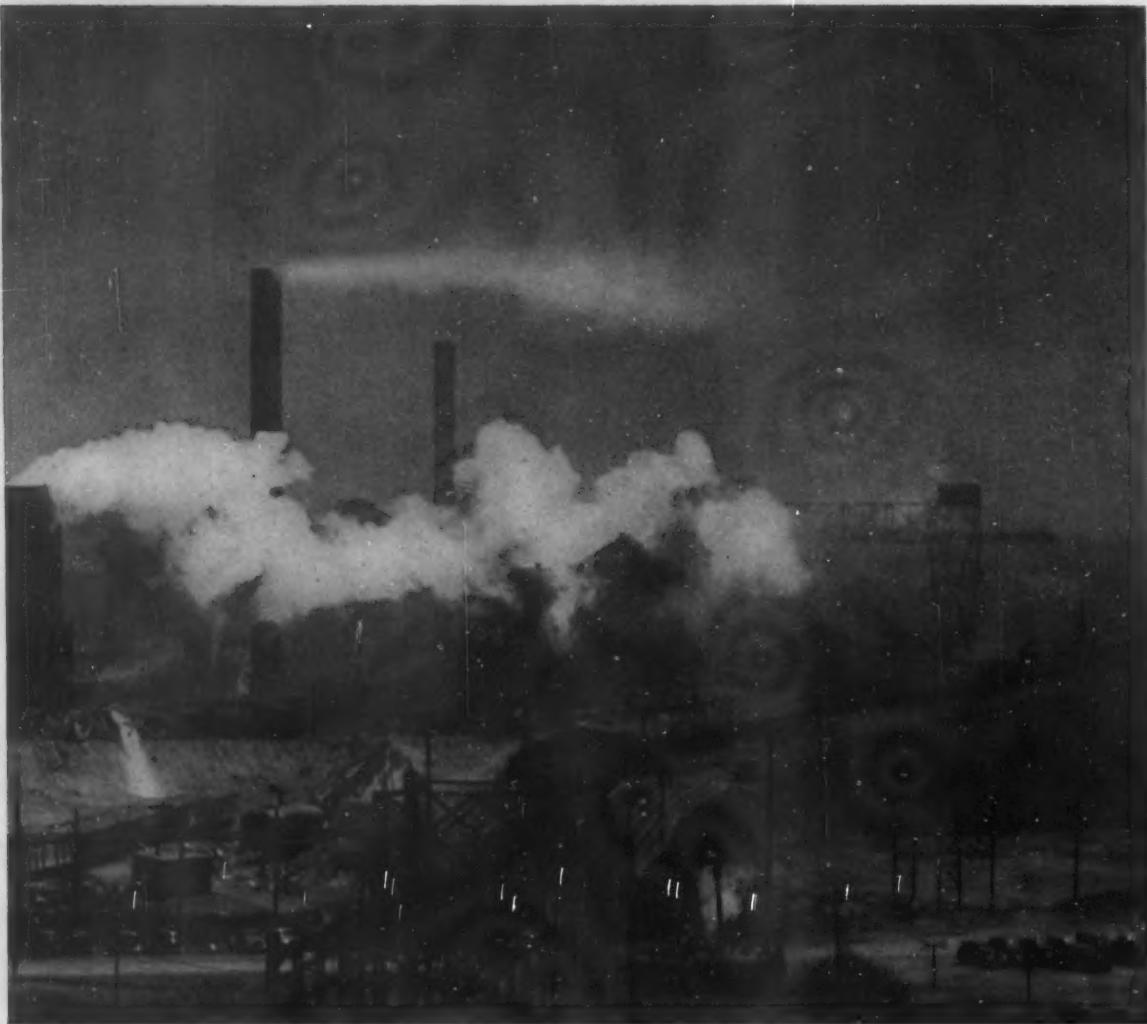
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FIFTY CENTS

A BILL BROTHERS PUBLICATION

OCTOBER 15, 1955



When will the smog go out?

Smog goes out of any business when objectives are spelled out . . . when the road ahead can be seen clearly by all.

Objectives are sharply defined and effort is directed forward at a brisk, confident pace when you get The Jam Handy Organization to help. Your story is clarified . . . visualized . . . and given dramatic impact by the teamwork of specialists with 136 varied skills.

Costs and complications are at a minimum. Complete facilities are permanent—under one roof. There's one responsibility . . . one accounting, only one explanation to make to one source of professional help. It's One-Stop Service.

Stop worrying about your next meeting, presentation or training program. A phone call will bring a qualified representative from any of the offices listed below.

The JAM HANDY Organization

TRAINING ASSISTANCE • MOTION PICTURES • SLIDEFILMS • DRAMATIZATIONS • VISUALIZATIONS • PRESENTATIONS

OFFICES

NEW YORK 10
1775 Broadway

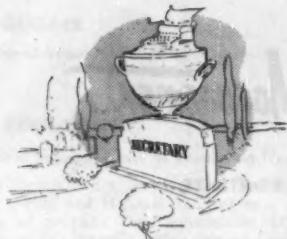
DAYTON 2
318 Talbot Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
Gateway Center

CHICAGO 1
230 North Michigan Ave.

HOLLYWOOD 28
1482 Midway Place



she doesn't want to be
the richest secretary
in the cemetery....

She could save every penny and scrimp along on a shoestring... She doesn't. She earns a good salary and she spends a good piece of it. The pursuit of happiness has become a design for living. More people everywhere are living life to the hilt. More people are on the go and on the spend. In New York, these free-wheeling free spenders are the people who read the Journal-American. The pages of the Journal-American fairly glisten and glitter with life (the Journal-American is written and edited for and by the people who get a bang out of life). The dazzling array of sprightly columns, the pithy features, the sparkling coverage of the news in the Journal-American titillate some 681,000 readers every evening. Titillate? The Jour-

nal-American stimulates, and irritates and, infuriates, and devastates, and ingratiates, and instigates, and it never, no never, bored anybody. Forget the people who buy a newspaper for the book reviews, the shipping notes, the obituaries. You reach the live ones with the Journal-American (and you reach them at home in the evening when there's time to shop the ads). Money burns a hole in their pockets. Retailers in any town are the ones who know which way the wind is blowing — and where the money's coming from. And retailers have increased their lineage in the Journal-American nearly 2,000,000 lines in the last 20 months — far, far more than in any other New York paper. How about you? Are you thinking in terms of sales or mausoleums?

from the fall
collection of
MONTE-SANO
& PRUZAN

in New York it's better in the evening... and it's best in the

Journal American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

OCTOBER 15, 1955



With median personal incomes of \$6,740, Elks are financially able to indulge in their favorite sports.

58% fish.

41% hunt.

7% skeet or trap shoot.

33% play golf.

24% other sports.

Sports equipment advertised in The Elks Magazine will sell this man market of 1,065,630 Elks (ABC Dec. 31, 1954).

Largest circulation of any fraternal magazine!

THE **Elks** MAGAZINE

New York Chicago
Detroit Los Angeles

GRAND RAPIDS MICHIGAN

HERALD

OVER 200 NATIONALLY ADVERTISED PRODUCTS... SUCH AS

Banker's Life Inc.
Buick
Dow's Pillis
Dodge
Dramax
GM Truck
Gulf
Mobilgas
Oldsmobile
Pontiac
Royal Crown Cola
Squirt
Sunbeam

have used THE HERALD'S SUNDAY-DAILY COMBINATION RATE 119,722 CIRCULATION IMPRESSIONS

for only **28¢ per line**

A MEMBER OF FEDERATED PUBLICATIONS INCORPORATED

Represented Nationally by
SAWYER - FERGUSON - WALKER - COMPANY
NEWSPAPER PUBLISHERS REPRESENTATIVES

Sales Management

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Again an Inspiring
All Time Record ...

11,322**ADVERTISERS
PLACED****42,293****ADVERTISEMENTS
WITH THE HELP OF****1,608****ADVERTISING
AGENCIES****In 1955 Annual Edition of
THOMAS REGISTER**

**The Record Speaks for Itself!
READERSHIP-ZERO
BUYERSHIP-100%**

It Really Pays to Advertise...

**THOMAS
REGISTER**

96% PAID CIRCULATION**Thomas Publishing Company
461 Eighth Avenue, New York 1**

POSITIVE READER PREFERENCE!

15,054

MORE DAILY HOME DELIVERED
THAN THE POST!

23,903

MORE SUNDAY TOTAL CITY
THAN THE POST!

59,319

MORE DAILY HOME DELIVERED
THAN THE PRESS!

TEXAS
LARGEST
DAILY
NEWSPAPER

... morning or evening,
with circulation now at a
record 205,043 daily!

THE REASON FOR...

Source: ABC Publisher's Statement
for period ending Mar. 31, 1955

Results!

THE HOUSTON CHRONICLE

JESSE H. JONES, Publisher
JOHN T. JONES, Jr., President

R. W. McCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

THE BRANHAM COMPANY—National Representatives

**42 CONSECUTIVE YEARS OF LEADERSHIP
IN ADVERTISING AND CIRCULATION**



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

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MANAGING EDITOR.....	John H. Caldwell
FEATURE EDITOR.....	Lawrence M. Hughes
ASS'T. MANAGING EDITOR	Robert C. Nicholson
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ASST. TO EXEC. V.P.....	Caroline Claffi
SALES PROMOTION MGR.....	Philip L. Patterson
ADVERTISING SERVICES	
MANAGER.....	Madeleine Singleton
RECORDS & RESEARCH.....	Ellen Knauft
PRODUCTION MANAGER.....	Patricia Simon
DIVISION SALES MANAGERS	
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CHICAGO 1, ILL. (333 N. Michigan Avenue; State 2-1265): C. E. Lovejoy, Jr., W. J. Carmichael, Thomas S. Turner,	
SANTA BARBARA, CALIF. (15 East de la Guerra, P. O. Box 479; Woodland 23612): Warwick S. Carpenter.	

SUBSCRIPTIONS

DIRECTOR.....	R. E. Smallwood
ASSISTANT DIRECTOR.....	Edward S. Hoffman
SUBSCRIPTION MANAGER.....	C. V. Kohl

\$8 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1212 Chestnut
Street, Philadelphia 7, Pa.; Kingsley 6-3545; Philip
Harrison, General Manager; Robert Latwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER.....	Raymond Bill
GENERAL MANAGER.....	Philip Salisbury
EXECUTIVE VICE-PRES.....	John W. Hartman
TREASURER.....	Edward Lyman Bill
VICE-PRESIDENTS.....	C. E. Lovejoy, Jr., W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated
PROGRESS, is published semi-monthly on the first
and fifteenth except in May, September and
November when it is published on the first, tenth
and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright October 15, 1955 by Sales Management,
Inc.

Member



Braves Draw 2,005,836 Fans in Milwaukee

... AGAIN
WORLD'S CHAMPS IN ATTENDANCE



FOR the third year in a row, Milwaukee's Braves again led all teams in both major leagues in attendance with 2,005,836—nearly double the attendance of the champion Brooklyn Dodgers, and 500,000 more than the New York Yankee's total.

This record again spotlights the fact that Milwaukee and Wisconsin will go for anything good in a big way, whether in baseball, travel, appliances or groceries. And they have the big league buying power to make big things happen to your sales charts. THE MILWAUKEE JOURNAL reaches that kind of customers all over Wisconsin—including 9 out of 10 families in the Milwaukee metropolitan area.

THE MILWAUKEE JOURNAL

National Representatives, O'Mara & Ormsbee, Inc.

New York

Chicago

Detroit

Los Angeles

San Francisco

BSN's Ever-expanding Pays Off in Big Results

*first with readers... first with advertisers...
first in editorial excellence... first in industry
services... first in dealer buying power...
lowest in advertising cost*

First by every measure of publishing performance, BUILDING SUPPLY NEWS' leadership extends far beyond editorial excellence and circulation and advertising statistics...to extra services that promote an even bigger, more prosperous industry—and greater returns for its advertisers. For instance:

Traffic building advertising to customer markets: 3,000,000 "Do-It-Yourself" home-owners and hobbyists are acquainted with lumber and material dealers as a one-stop source of all their needs through BSN's colorful POPULAR MECHANICS and POPULAR SCIENCE Magazine advertising.

How-to-do-it booklets on timely topics: Handy reprints of helpful articles on "How to Sell More Paint" . . . "How to Sell the 'Do-It-Yourself' Market" . . . "How to Display for Profit," are acclaimed by readers and advertisers everywhere.



Sound films for sales people: More than 25,000 dealers, wholesalers and their sales people see BSN's films on subjects such as "Materials Handling," "Selling the 'Do-It-Yourself' Market," and "How to Display for Profit."

Buying guidance for buyers: selling direction for sales people: Nearly 20 years ago BSN originated the industry's Dealers' & Jobbers' Directory. Immediately accepted and used as a year 'round selling tool for wholesalers, dealers and their salespeople, it is also a valued buying guide for dealers and their builder, homeowner and hobbyist customers.

Charting the industry's expanding progress: BSN has gained the reputation among its dealer and wholesaler readers (as well as its advertisers) of being the one magazine they can count on for continuous leadership. This is demonstrated through such industry activities as "Spend for the Home" . . . "National Home Appliance Week" . . . "Your Only Real Security, a Home of Your Own" . . . and numerous other campaigns which BSN originated. This dynamic, sales-minded editing results in the lumber and building material dealer being recognized today as America's outstanding retailer.

Round table activities and field counsel: BSN editors — and staff members with specialized knowledge in all fields of dealer operation — originate and conduct regular dealer group meetings for specific discussion, and accept invitations to participate in hundreds of dealer meetings annually. They are the recognized authority on merchandising techniques and material handling methods that have made this multi-billion dollar industry.



Industry Leadership for BSN Advertisers

BUILDING SUPPLY NEWS' constantly increasing leadership is no accident. It stems from more than 39 years of sparkling editorial and industry achievement which long ago established the offices of BSN and its companion publications as Building Industry Headquarters.

Proof of its leadership is found in the fact that BSN reaches more dealer establishments with far greater buying power (88.2% of the industry's annual sales volume!).

That BSN is the preferred magazine editorially is proven by unbiased reader preference studies made by advertisers and their agencies. That BSN is preferred by *advertisers* is proven by the fact that more advertisers place more pages of advertising in BUILDING SUPPLY News than any other magazine in the field. (From January, 1953, through August, 1955, BSN gained 664 pages of advertising compared to its nearest competitor's loss of 119 pages!)

Back of these unquestioned evidences of leadership is the largest and most capable building industry publishing organization in the world. BSN's executive and key staff personnel have worked together for many years as a closely knit team . . . and its length and breadth of service is unmatched by any other building industry publication.

All of this adds up not only to leadership and respect for the magazine, but *readership and results* for its advertisers.

ABC • BUILDING SUPPLY NEWS MPA

Always the First Dealer Merchandising Publication

5 South Wabash Avenue • Chicago 3, Illinois

OCTOBER 15, 1955



FACE TO FACE WITH A TOUGH* SALES PROBLEM



*See how View-Master
can solve your problem!*

Perhaps your present sales aids are too costly...or samples are too bulky to carry...or your point of purchase displays need added excitement. Or perhaps you, like the Wyoming cattleman*, need an "absentee" salesman. Whatever your problem, or your product, you'll want to investigate the advantages of View-Master stereo selling pictures. This modern, low-cost sales aid demonstrates, displays and sells your product with "come to life" realism. It enables a salesman to carry a full line of samples in his pocket...to show actual uses, colors, advantages...to deliver your message in planned, 7-scene selling sequence. Investigate low-cost, high efficiency View-Master stereo selling today!

* A Wyoming cattle rancher, at a distance from the market, had singular success in selling prize cattle, worth \$2,000 to \$20,000 a head, by using View-Master Stereo pictures. One of the many View-Master success stories in "Stereo as a Sales Tool".

VIEW-MASTER STEREO SELLING PICTURES

write for new
FREE booklet

© Sawyer's Inc.

SAWYER'S INC. DEPT. SM
P. O. Box 490, Portland 7, Ore.

Please send me the free booklet,
"Stereo As a Sales Tool".

Name _____

Position _____

Firm Name _____

Address _____

City _____ Zone _____ State _____



LETTERS TO THE EDITORS

HOST OF CHRISTMAS VEXED — "SPIRIT, SHOW ME NO MORE."

EDITOR, SALES MANAGEMENT:

Your Sept. 10, 1955 issue was found to be immensely enjoyable, especially your authoritative article on Christmas Traditions ("How Christmas Got That Way," p. 12). May I point out, however, in a spirit of fraternal correction motivated by Christian charity, that you have your Epiphany in front of your Advent. January 6th, according to the Gregorian Calendar by which your magazine is dated, is the Feast of the Epiphany commemorating the finding of the Child Jesus by The Three Wise Men. Advent is the penitential season (oh yes! there is one) of about four weeks preceding Christmas Day.

The Russian and Greek Churches celebrate January 6th as the big day because according to the Julian calendar to which they still adhere, December 25th comes out on January 6th Gregorian.

So you see, January 6th is not the baptism day of our Lord since the closest thing for a little Jewish baby was Circumcision which we celebrate on January 1st. Actually, Christ was baptized when he was about 30 by, of all persons, John the Baptist.

I am just a poor engineer trying to grasp the whys and wherefores of sales so that I lean heavily on the information contained in your magazine and read it diligently. I trust your articles on Sales are also written by experts. Merry Christmas!

E. J. Kurek

Supervisor
Multi-Vent Engr. Section
The Pyle-National Co.
Chicago, Ill.

P.S. Aw, come on! Loosen up and let some Padre make a couple of bucks checking your religious articles before you publish them.

RELISH

EDITOR, SALES MANAGEMENT:

Congratulations on a wonderfully helpful and encouraging publication.

W. R. Moore

Secretary
National Pickle Packers Association
Oak Park, Ill.

AND FROM SANTA CLAUS . . .

EDITOR, SALES MANAGEMENT:

We are not in the textile business. However, James Robinson's article, "Anything You Can Sell Cheap, I Can Sell Cheaper" (SM, Aug. 15, p. 39) was in our opinion outstanding. I believe that the ideas pre-

sented in this article are worth deliberation by every manufacturer and distributor in any industry.

The paragraph concerning the "rightful and adequate return" should be framed and hung on the wall of every office.

Maurice W. Cohn

Sales Manager
Santa Claus Associates
Waterloo, Ia.

►*The paragraph: ". . . the only return that is 'rightful' to any producer or seller is that return which he can earn in the free and competitive market place. He must utilize those resources at his disposal in such a manner as to satisfy human desires on a profitable basis. What right has any producer—or seller for that matter—to profit simply because he has the facilities to produce or offer goods nobody wants?"

FOREMEN TO THE FORE

... At Bell & Howell They Sell
Profit Sharing Retirement Plan

EDITOR, SALES MANAGEMENT:

I was very much interested to read the very unique employee communications program presented by Dewey & Almy ("Dewey & Almy Lets Its Right Hand Know What Its Left Hand Is Doing," SM, Sept. 1, p. 50). This is certainly a refreshing variation on the plant tour theme.

During the past few years a great deal of emphasis has been placed upon communication from management to employee. Unfortunately, many of us may have lost sight of the fact that the strongest link in the chain is the foreman, or the department head, who, after all, is the *real "boss"* to his people. For that reason, we have consciously tried to channel much new information through the foreman to the employee, rather than direct from top management to the employee, although we do that, too.

When we established a new Profit Sharing Retirement Plan last year, we decided that the foreman should be the one to tell his people about it. Naturally profit sharing formulas, etc., are not easy to explain, but with the proper visual materials on hand (flip charts, handbooks, letters and forms) the foremen were able to do a real job with their own people.

Naturally, the foreman had to be briefed on how to make the presentation. This was done by members of middle management who, in turn, were coached by members of top management who had

(continued on page 12)



In Greater Philadelphia,



The Bulletin delivers more copies



to more people every 7 days



than any other newspaper

Reader interest opens the door to consumer sales, especially in thriving Philadelphia's favorite newspaper—The Evening* and Sunday Bulletin.

Right now, many readers are taking an unusual interest in The Sunday Bulletin and its sparkling all-new dress. Published in the world's most modern newspaper plant, The Sunday Bulletin now features 10 separate sections with R.O.P. editorial and advertising color.

Because there is so much more of interest to Philadelphians in The Bulletin, Philadelphians get more out of it. And that means advertisers do, too.

Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it.

The Bulletin is Philadelphia.

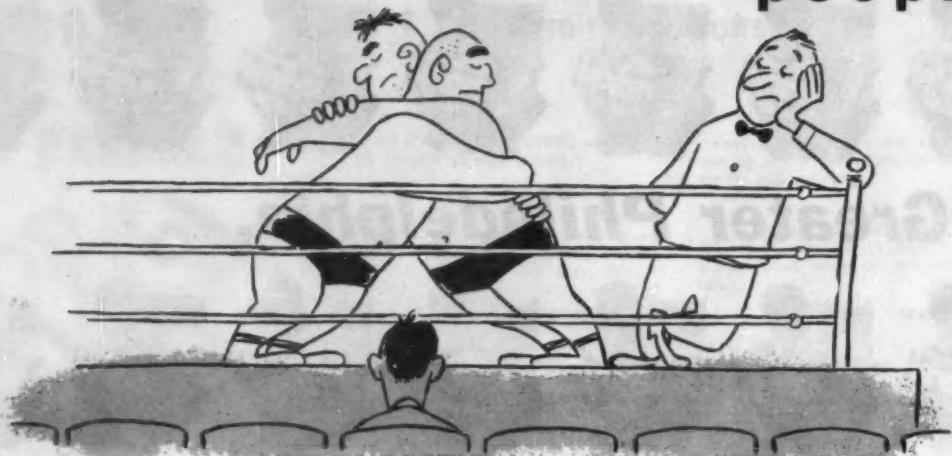
*Largest evening newspaper in America

**In Philadelphia nearly everybody
reads The Bulletin**

Advertising Offices: Philadelphia, 30th and Market Streets
New York, 285 Madison Ave. • Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company in Detroit
Atlanta • Los Angeles • San Francisco

people



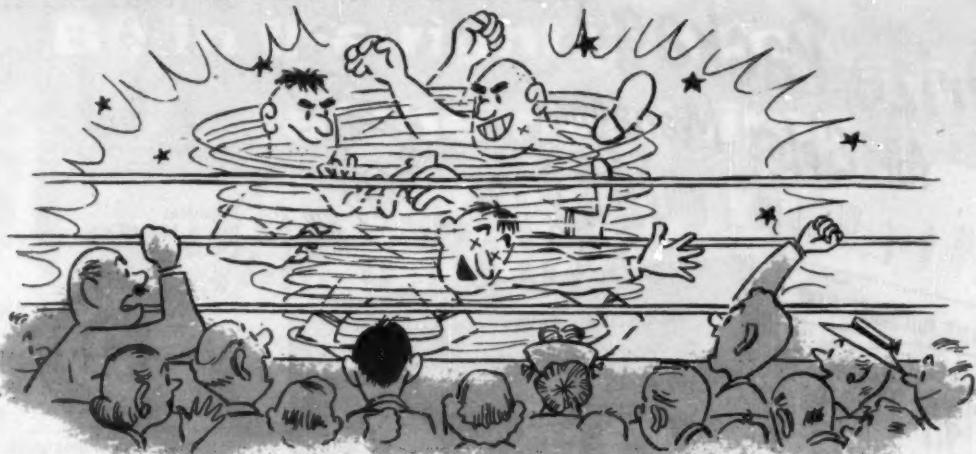
PEOPLE make the



The Spokane Market Beats

33 states in per capita Net Buying Income
28 states in per capita Food Store Sales
24 states in per capita General Merchandise Sales
19 states in per capita Furniture Store Sales
38 states in per capita Automotive Store Sales
35 states in per capita Drug Store Sales
30 states in per capita Total Retail Sales

make a difference



Spokane Market different too!

AND IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

The over a million people who give so much action for every advertising dollar invested in the Spokane Market can make a big difference in your Pacific Northwest—or other—sales program. They spend more for retail goods than do residents of Pittsburgh or Milwaukee . . . more than the citizens of Maine or Arizona.

Spokane Market people live in hundreds of cities, towns, and villages, and on thousands of farms—for this is neither a one-city nor a one-industry market. They are gainfully employed in many diversified fields . . . earning over \$1.6 billion annually in net spendable income from agriculture, lumbering, mining, manufacturing, and tributary industries.

Enjoying the highest of living standards, 63% of Spokane Market families own their homes (compared with a national average of 55%) . . . 52% use electricity for cooking (compared with a national average of 15%) . . . and they own 108 passenger cars per 100 families (compared with a national average of 99 per 100 families).

Be sure that your sales program reaches the Spokane Market's million prosperous, buy-minded people. Schedule the two "home-town" dailies that residents of the area have read and shopped from ever since pioneer days—The Spokesman-Review and Spokane Daily Chronicle.

Combined Daily Circulation Over 160,000—81.84% UN-duplicated

THE SPOKESMAN-REVIEW
MORNING
Spokane Daily Chronicle
SUNDAY
EVENING
SPOKANE, WASHINGTON

**Best Advertising Buy
in America's Best Test Market**

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago,
Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

Prize Package for Sales Managers



Team-up with this powerful sales duo: "The Heart of Industrial America"—richest concentration of industrial buying power, and M.P.A., the buyers' own magazine, covering "The Heart" exclusively!

**Guaranteed 100% "Buyer" Audience
in Your No. 1 Industrial Market
... The 90-Billion-Dollar Midwest!**

For sales facts—ask the Sales Manager! He'll say you can't beat selling direct to "buyers" in your best market. That's exactly what you'll do in M.P.A.—you'll reach every industrial P.A. in the "Heart" of the World's Richest Industrial Area, valued at nearly 10 billions, and still growing fast. Coverage extends into all classifications of diversified industry. Here's where the buying is done, and here's where the sales are made—ask the Sales Manager. So, if you sell to industry, here's where your advertising belongs, in M.P.A. Begin with the next issue. Ask for rates and circulation data today!

A few of the "national" advertisers who use over 50% of the space:
 DuPont
 U. S. Steel
 Republic
 Ohio Gear
 Nicholson File
 Assoc. Spring
 Nat'l Malleable
 Wickwire-Spencer
 Reubling's
 Tube Turns
 Chase Brass
 Bridgeport
 Scovill Brass
 American Brass
 Nat'l Screw
 Reliance Elec.
 Standard Oil
 Cities Service
 American Box
 Hinde & Dousch
 Robt. Gair
 Osborn Brush
 Ohio Injector
 Blaw-Knox



Write for
Roster Issue
(Containing
F.A. List)
on your
letterhead

**THE MIDWEST
PURCHASING
AGENT**

6th Floor, Penton Bldg.
Cleveland 13, Ohio

LETTERS

been coached by the profit sharing "experts" in the company—the secretary-treasurer and his staff.

C. H. Percy

President
Bell & Howell Co.
Chicago, Ill.

... At Caterpillar They Play
Host for Plant Family Visits

EDITOR, SALES MANAGEMENT:

Your Dewey & Almy article is a good story about a wonderful program. We began a similar program September 13 at Caterpillar. To inaugurate this program of family visits, 20 Tool Room foremen escorted their families through the area where they work. They showed their wives and children the machines, tools and parts used in their department to help manufacture Caterpillar equipment.

The families also got acquainted with each other, were dinner guests of the company, and saw a brief program in the theater.

Our community relations manager, Fred R. Jolly, estimates the new program of family visits will take at least two years to complete. It is set up on a departmental basis. When a department's turn comes around, the foreman or superintendent sends a letter of invitation to the families of his employees. Plant visits for families of first and third shift employees begin at 6:30 p.m., and for second shift people at 10 a.m. Visits are scheduled Monday through Thursday. Only persons 12 years of age and over are eligible to participate for safety reasons.

George W. Ince

Employe Communications Manager
Caterpillar Tractor Co.
Peoria, Ill.

AS THE FLOODS RECEDE

EDITOR, SALES MANAGEMENT:

... a great bit of reporting on the flood and hurricane victims in the front of the September 1 issue.

J. F. Apsey, Jr.
Director of Advertising
and Sales Promotion
The Black & Decker Mfg. Co.
Towson, Md.

EDITOR, SALES MANAGEMENT:

I cannot tell you how deeply touched I was by your September 1 bulletin, headlined "If this issue is late . . . there is good reason."

I want to send my most sincere sympathy on the loss of your men—and my thanks for a truly fine report of the open-hearted response from all sides to the needs of flood victims.

Helen Valentine

Editor
Charm
New York, N. Y.

SALES MANAGEMENT

**Be in the right place
...at the right time**

**with a BOOTH
Michigan
NEWSPAPER
SCHEDULE!**

- That's the special advantage of newspaper advertising . . . its unique flexibility, market selection and timing! That's why it fits today's selling so perfectly.

The Booth Michigan market is a good example. Here's a choice newspaper area with 2 million population and practically 4 billion dollar annual income . . . plus one of the greatest newspaper coverage stories of all time . . . 70% home-delivered consumer contact in 8 key Michigan markets!

Put a Booth schedule to work for your product. Booth Dealer Merchandising Service will add extra impact to your promotion. Try it!

**Call a Booth
man today!**

NEW YORK
A. H. Kuch
110 E. 42nd Street
New York 17, N. Y.
Oxford 7-1280

CHICAGO
Sheldon B. Newman
435 N. Michigan Ave.
Chicago 11, Illinois
Superior 7-4680

SAN FRANCISCO
Brice McQuillin
785 Market Street
San Francisco 3, Calif.
Sutter 1-3401

DETROIT
Wm. Shurtliff
601 Ford Bldg.
Detroit 26, Michigan
Woodward 1-0972



"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

8 BOOTH Michigan Newspapers

Grand Rapids Press • Flint Journal • Kalamazoo Gazette • Saginaw News • Jackson Citizen Patriot • Muskegon Chronicle • Bay City Times • Ann Arbor News

OCTOBER 15, 1955

In '55 The Great American Weekly Family Is Buying OVER 6 MILLION APPLIANCES



COURTESY SUNSET APPLIANCES

That's ENTHUSIASM Enthusiasm for home makes the Great American Weekly Family a vast reservoir of sales for any type appliance that helps them enjoy a better way of life. This year alone they have expressed a desire for:

259,119 Clothes Dryers, 119,593 Dish Washers, 358,780 Food Mixers, 219,255 Home Freezers, 199,322 Electric Irons, 458,442 Steam Irons, 199,322 Radios, 219,255 Electric Ranges, 318,916 Gas Ranges, 259,119 Record Players, 358,780 Electric

Refrigerators, 139,526 Room Air Conditioners, 1,096,273 TV Sets, 378,713 Toasters, 558,103 Vacuum Cleaners, 518,238 Automatic Washing Machines, 298,984 Non-Automatic Washing Machines, 99,661 Electric Water Heaters, 179,390 Gas Water Heaters.

Be sure your brand is the favorite choice of 10,050,000 American Weekly families. Advertise in *The American Weekly* which reaches on the average 1 out of 2 families in 775 key sales cities of 10,000 population or over... reaches them every Sunday.

The AMERICAN WEEKLY

Beamed to the Enthusiasms of the American Family

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y. • ATLANTA • BOSTON • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO
ALBANY TIMES-UNION • BALTIMORE AMERICAN • BOSTON ADVERTISER • BUFFALO COURIER-EXPRESS • CHICAGO AMERICAN • CINCINNATI ENQUIRER • CLEVELAND PLAIN DEALER • COLUMBIA, S. C. STATE • CORPUS CHRISTI CALLER TIMES • DALLAS TIMES HERALD • DETROIT TIMES • HOUSTON CHRONICLE • HUNTINGTON, W. VA., HERALD-ADVERTISER • KNOXVILLE JOURNAL • LOS ANGELES EXAMINER • MIAMI HERALD • MILWAUKEE SENTINEL • NEW ORLEANS ITEM • NEW YORK JOURNAL-AMERICAN PHILADELPHIA BULLETIN • PITTSBURGH SUN-TELEGRAPH • PORTLAND OREGONIAN • ST. LOUIS GLOBE-DEMOCRAT • ST. PAUL PIONEER PRESS • SAN ANTONIO LIGHT SAN FRANCISCO EXAMINER • SEATTLE POST-INTELLIGENCER • SYRACUSE HERALD-AMERICAN • WASHINGTON POST & TIMES-HERALD • WICHITA BEACON

(Columbia S. C. State — joins Oct. 2, 1955.)



65,800 Sales Hours Per Week

**...clocked by industrial salesmen
who hand-pick Mill & Factory readers!**

After an industrial salesman has been calling on a prospect or customer for a while, he can gauge to a "T" just how much buying influence is behind the desk. In his own territory, he knows better than anyone else who the real buyers are...and where they are.

Just imagine that you could tap this intimate local knowledge on a nationwide scale, and select the most important buying influences to receive your advertising message. That's the job MILL & FACTORY does for you, through its unique Conover-Mast Franchise Circulation Method.

For MILL & FACTORY, alone among general industrial publications, actually builds and maintains its circulation through 1,645 industrial sales engineers, averaging more than 65,800 hours of sales calls per week the year round. In every important trading

area of the U.S., these salesmen hand-pick personally identified buying influences to receive paid copies of MILL & FACTORY.

Contrast this method of reaching known buying influences with the hit-or-miss method of circulating to lists of titles. You'll see why MILL & FACTORY is the *only* magazine that reaches the very same men your own salesmen must see in selling your product.

Mill & Factory

205 East 42nd Street
New York 17, N. Y.

A CONOVER-MAST PUBLICATION

NBP
BPA



regardless of title

Mill & Factory reaches the Men \ Your Salesmen must See to Sell!

WHAT ADVERTISERS HAVE LEARNED ARCHITECTS AND ENGINEERS

IN 78 OUT OF 85 readership studies sponsored by building product manufacturers and their agencies architects and engineers have voted Architectural Record their preferred architectural magazine. Here is the record:

Independently sponsored studies won by the three leading architectural magazines

	1937-53	1954	1955	TOTAL
Architectural Record	51	17	10	78*
Architectural Forum	6	0	0	6
Progressive Architecture	1	2	0	3*

*Includes two ties for first.

NOTE: This includes all studies sponsored by advertisers or agencies for which results are available. Ask for a summary of all 85 studies.

ABOUT THE READING PREFERENCES OF

BEHIND THE STEADY PREFERENCE of architects and engineers for Architectural Record are two basic editorial facts:

1. **Architectural Record is the one magazine edited specifically for architects and engineers; it never strays a picture or a paragraph away from their special interests.**
2. **The Record's editorial content is continuously timed and balanced with the aid of Dodge Reports of building planning activity to be of maximum value to architects and engineers in terms of the work on their boards.**

AGAIN IN 1956 architects and engineers who plan—and specify the building materials and equipment that go into—four-fifths of all U. S. building, nonresidential and residential, small and large, will be your primary prospects.

To sell them effectively and economically . . . direct your advertising SPECIFICALLY TO architects and engineers in the one magazine that is edited SPECIFICALLY FOR architects and engineers — and steadily preferred by them, *Architectural Record*.

Put all 5 of these exclusive Architectural Record advertising values to work for your sales force in 1956.

1. Reader preference—Architects and engineers have voted Architectural Record "preferred" in 78 out of 85 independently sponsored studies.

2. Verifiable market coverage—Dodge Reports document Architectural Record's coverage of those architects and engineers who plan over 85% of all architect-planned building, nonresidential and residential, small and large.

3. More circulation where it counts most—More architects, more consulting engineers,

more staff architects and engineers in commerce and industry subscribe to Architectural Record.

4. Advertiser preference—Year after year (and again in 1955) more building product manufacturers and their agencies, are placing more advertising pages in Architectural Record than in any other architectural magazine.

5. Top editorial quality and quantity—33 editorial awards—including three out of four awards by the American Institute of Architects to architectural magazines—testify to the quality of the Record's editorial content. And the Record publishes more editorial pages than any other magazine in its field—with every page edited specifically for architects and engineers.



Architectural Record

119 West 40th Street • New York 18, N. Y. • OXFORD 5-3000

"Workbook
of the active
architect
and engineer"



SIX SALES STEPS... and how to climb them faster



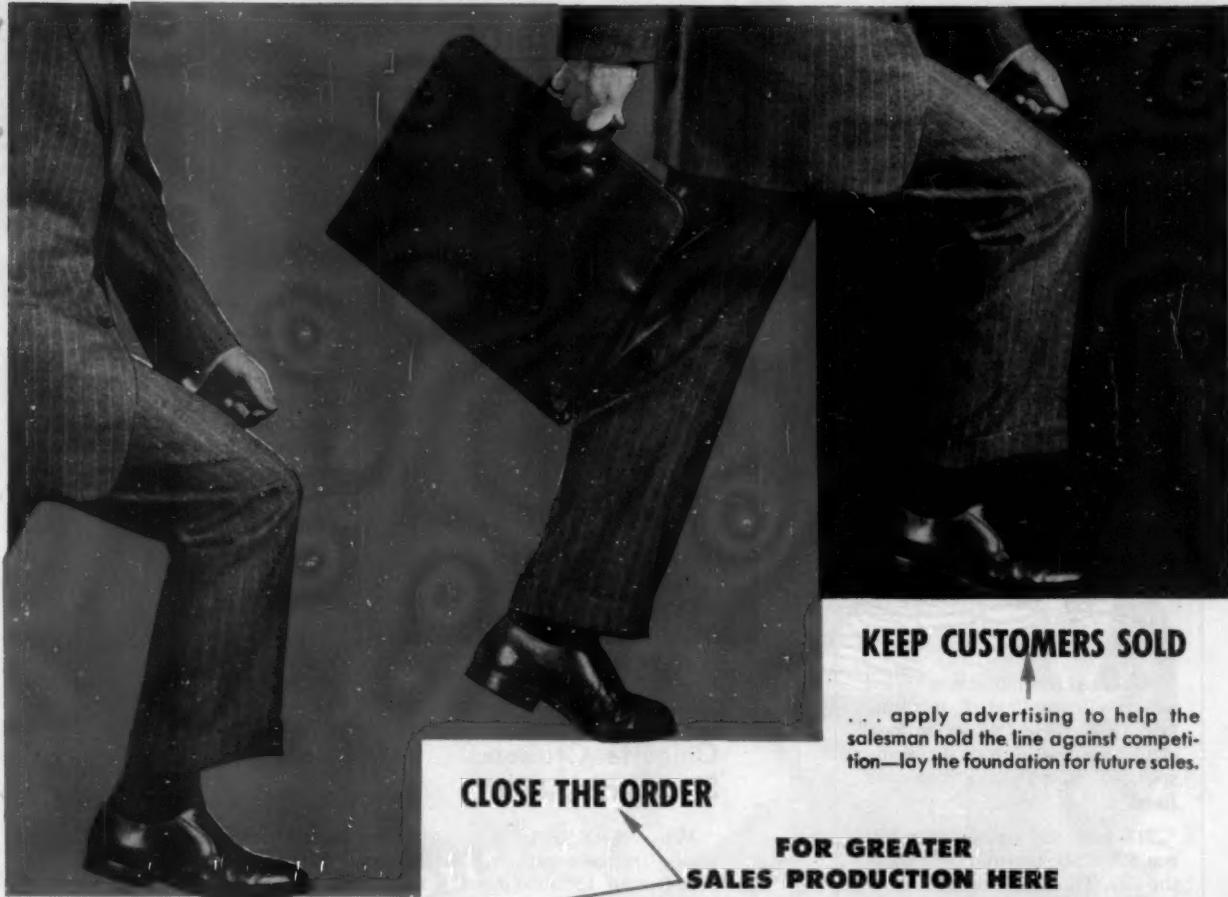
CONTACT

AROUSE INTEREST

CREATE PREFERENCE

APPLY BUSINESS PAPER ADVERTISING HERE

Sound and consistent product advertising is the best, quickest and cheapest way to accomplish the preliminary steps in building an order.



KEEP CUSTOMERS SOLD

... apply advertising to help the salesman hold the line against competition—lay the foundation for future sales.

CLOSE THE ORDER

FOR GREATER SALES PRODUCTION HERE

With Advertising (Mechanized Selling) functioning properly on Steps 1, 2, 3, the salesman can concentrate more of his valuable selling time on the important job of producing finished orders.

SPECIFIC PROPOSAL

Did you ever hear of a salesman getting a raise because he had good *prospective* customers? Yet, while the home office *expects* a salesman to develop new prospects, it *pays* him for getting orders.

It takes five basic sales steps to develop a prospect into a customer, and one to keep him sold. Multiply this by the three or more people who have a voice in the average industrial purchase and it adds up to a lot of calls. And the calls your salesman makes for tomorrow's sales may be costing you orders today.

Of course, new leads are vital, and they need personal calls. But perhaps not so many. You

can "mechanize" your sales with Business Publication Advertising. Your sales message in business magazines-reaching a concentrated audience of your best prospects-can introduce your line, outline its benefits-build up preference for your product. It can do this part of the sales job at pennies per call . . . permit your salesman to devote more of his valuable time and special talent to making specific proposals and closing sales.

An interesting 20-page McGraw-Hill booklet, "Mechanizing Your Sales with Business Paper Advertising", is yours for the asking. Your McGraw-Hill man will be happy to give you a copy.

McGRAW-HILL

PUBLISHING COMPANY, INCORPORATED



330 WEST 42nd STREET, NEW YORK 36, N. Y.



OVER A MILLION MEN IN BUSINESS AND INDUSTRY PAY TO READ McGRAW-HILL BUSINESS PUBLICATIONS

Advertisers please note:

the specialist



A skilled mechanic was called when a complicated machine broke down. He took a hammer, struck a single blow on a specific spot . . . and the machine was fixed.

He told the cashier his bill was \$200. She insisted he itemize the bill. The mechanic wrote:

Hitting one blow	
with hammer	\$ 1.00
Knowing where	
and how to hit.....	\$199.00
Total due	\$200.00

MORAL: Knowing where and how to hit is what counts. The tool that strikes the blow often is very simple. Sidney Clayton & Associates are specialists in knowing where and how to make your advertising and sales promotion hit.

Want more facts? Write for your copy of our brochure, "Advertising And Your Market Franchise".

**Sidney Clayton
& Associates**

ADVERTISING

75 East Wacker Drive
Chicago 1, Illinois
DEarborn 2-3732

A young, flexible organization of advertising and sales promotion specialists serving advertisers with moderate budgets.

THE HUMAN SIDE



FROM LITTLE BANANAS come nice dividends. And United Fruit shareholder, Katherine Knowlton, is inspecting a potential profit under the happy guidance of Jasper S. Baker, United's passenger traffic manager.

Chiquita Cruisers: Stockholders All!

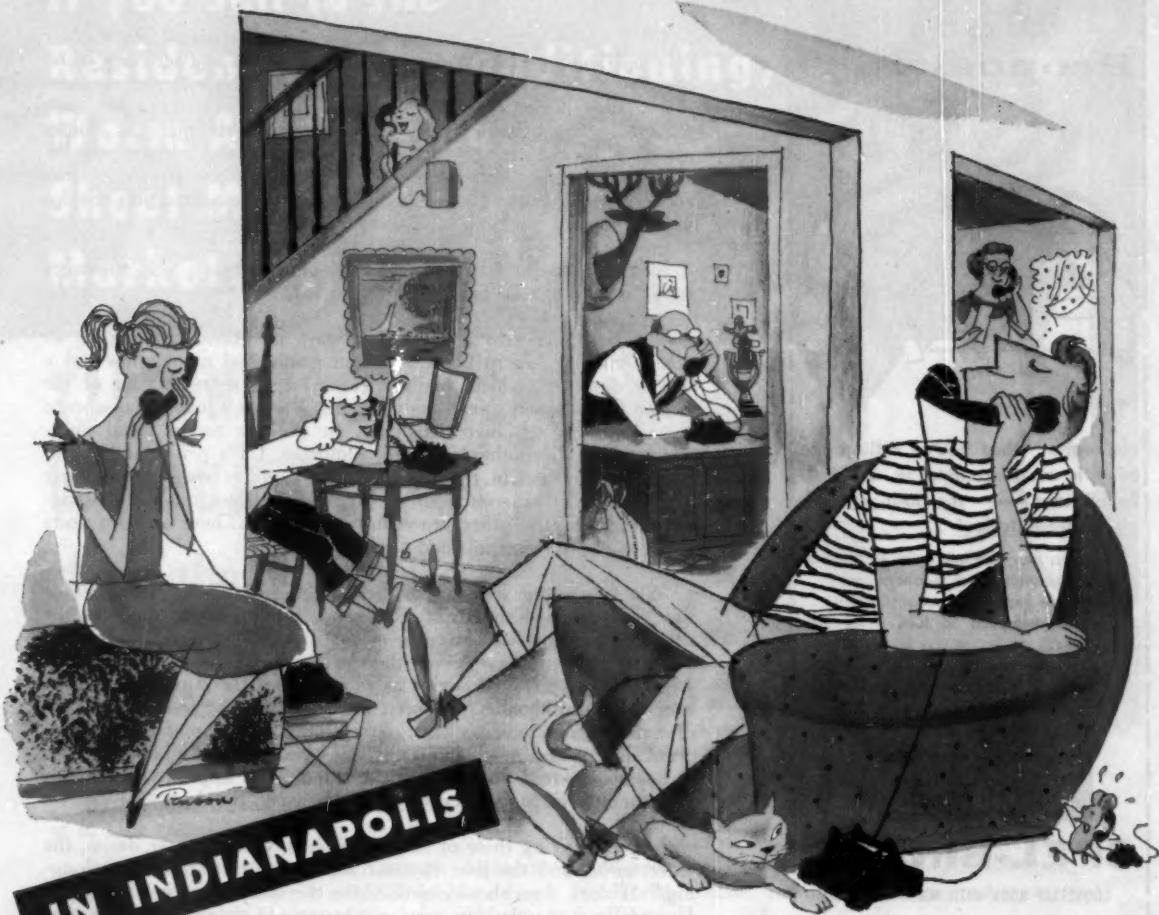
When the S. S. Chiriqui sails from New Orleans on October 29, among its passengers will be Mr. and Mrs. Edwin M. Woodfill, president of Lebanon Coca Cola Bottling Co., Lebanon, Mo. The Woodfills, like their fellow passengers, are owners of United Fruit Co. stock. And again like their fellow passengers, they signed up for one of the UF's two special shareholder cruises this fall because of an announcement in the line's latest dividend enclosure. For 20 years Mr. Woodfill has been a UF stockholder—he now owns 50 shares—and he probably never thought he'd get a trip as well as a dividend from the company—even one he paid for.

United Fruit introduced the shareholders' cruises last spring, by staging three of them. Two hundred seventy investors (near-capacity for the freighters) made the trips. Their response was so enthusiastic that the company decided to schedule two more such cruises this fall.

The cruises are the standard 12-day voyages from New Orleans to Havana and Guatemala, with service and facilities normal in all respects, except for the presence of a conductor. There's even a free plane trip from Guatemala City to the banana plantations to give shareholders a close look at the firm's operations. Fares are the same as those for the line's regular cruises.

The cruises are promoted solely through a dividend enclosure—a 7" x 9" sheet giving schedules, with a self-mailer coupon to be detached and mailed to company headquarters for reservations on one of the liners. Of the 72,000 shareholders who received dividend enclosures, 2,000 wrote expressing interest. UF now has 74,000 shareholders, and at the moment it appears certain that the two autumn trips, also will be booked to capacity.

Most of those who take the trips are on the upper side of forty; many of them are retired. As with most cruises there usually are more women than men. About 75% of those who took the first tour, and 80% of those who went on the second, said they'd like to go again—if the ship stopped at different ports. UF hasn't decided



they Buy More because they Have More!

● Indianapolis people like the convenience of enough telephones for *all* the family. More and more, these days, they're having them put all around the house . . . wherever they'll be handy! That's because they can afford to buy the things they want! For example, comparing on the basis of at least *one* telephone per household, Indianapolis is 7.6% above the average for all 233 cities of over 50,000 population served by the Bell telephone companies.* But that's only part of the story about Indianapolis . . .

- It's BIG . . . over 600,000 population
- It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture
- It's EASILY REACHED . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Indiana Bell Telephone Company

THE INDIANAPOLIS STAR
YOUR FIRST TEAM FOR SALES IN INDIANA
THE INDIANAPOLIS NEWS



Proposal or Proposition?

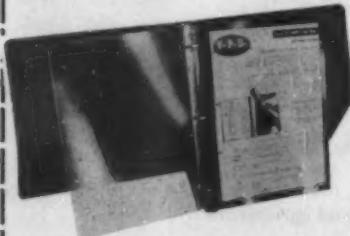


No matter what you're selling the offer is more exciting in a V.P.D. Spel-Binder — the do-it-yourself visual presentation!

- Make your own impressive custom-look presentation—fast, economically!
- Double impact of your sales pitch . . . forces prospects to look while they listen.
- Just slip sales lit, price lists, photos, clippings, work samples, into V.P.D. Spel-Binder's sparkling acetate folders that protect and enhance.

VPD SPEL-BINDER

LOOSELEAF BOOK WITH ACETATE PAGES.



This is the V.P.D.
Split-Back Easel Spel-Binder \$7.00.

28 Stock Style V.P.D. SPEL BINDERS
From \$1.85 Up

SEE YOUR STATIONER, ART STORE, PHOTO SHOP,
DEPARTMENT STORE.

FREE!



Get colorfully illustrated booklet — shows how V.P.D. Spel-Binders save you time, money. Clip this ad to your letterhead. Mail to Dept. SM-10

JOSHUA MEIER CO., Inc.
153 W. 23rd St., New York 11, N. Y.
Manufacturer of V.P.D. Visual Acetate Products

this, since it is primarily in the fruit business, with tourists playing a secondary, though important, role.

UF's cruise plan is in line with current corporate shareholder relations policy: Make friends with shareholders and let them in on the way the business is run. UF is in a particularly strong position, where these objectives are concerned. Nearly everyone likes both bananas and southern cruises. Management feels that the cruises achieved their objectives—shareholders did learn a lot about how the company functions. The women even picked up new tips on banana cookery, from tours of the ships' kitchens for demonstration sessions in that fine art.

Idea for the junkets came from Jasper S. Baker, UF passenger traffic manager, who personally conducted the first tour.

Trippers have two and one-half days in Havana, with the *de rigueur* visit to Morro Castle, jai alai games and night clubs and a special dinner at which they are greeted by a representative of the Cuban Government. Next stop is Puerto Barrios, Guatemala, whence the visitors fly to Guatemala City. In addition to the usual sightseeing, there is another flight to Tlalocan, UF's principal banana-producing division in that country. Shareholders see approximately 15,000 acres of bananas from the air, followed by close-ups of spraying, irrigating and other processing operations. There are also visits to local hospitals, schools and farms.

In a message of welcome to the voyaging shareholders before the first tour began, Kenneth H. Redmond, UF president, spoke of the role the company has played in affairs of the Western world: "For 55 years our ships have served the Caribbean. Countless thousands of passengers have traveled with us to and from the American tropics. Our holds southbound have been stowed with a never-ending supply of manufactured goods: cars, refrigerators, rails, roofing, pharmaceuticals . . . and northbound our ships have lifted countless cargoes of bananas to feed a hungry world. Thus, your ships have served in the economic cycle of interdependence between the Americas."

So UF is giving those of its shareholders, who have the desire, the wherewithal and the time to make a cruise, a real sense of "belonging." If dark days should come upon the company's economy those United Fruit shareholders who've taken one of the memorable cruises would think good and hard before they unloaded stock. Too few companies provide their stockholders with any personal sense of identity with their operations. And of course it isn't easily possible for a manufacturer of, say, lug nuts to do so. But if you are a manufacturer whose products lend themselves to a "come and see" tour, you could do worse than follow UF's lead.



HERE'S WHERE they grow the bananas that Chiquita Banana warns people not to put in refrigerators. The interested bystanders are all stockholders visiting United Fruit plantations as members of one of UF's three stockholder-cruises.

If you sell to the
Residential Air Conditioning,
Warm Air Heating,
Sheet Metal
Market...

**TIP THE SCALES
in YOUR FAVOR
throughout 1956**

**Use this field's
Accepted
Buyers' Guide**

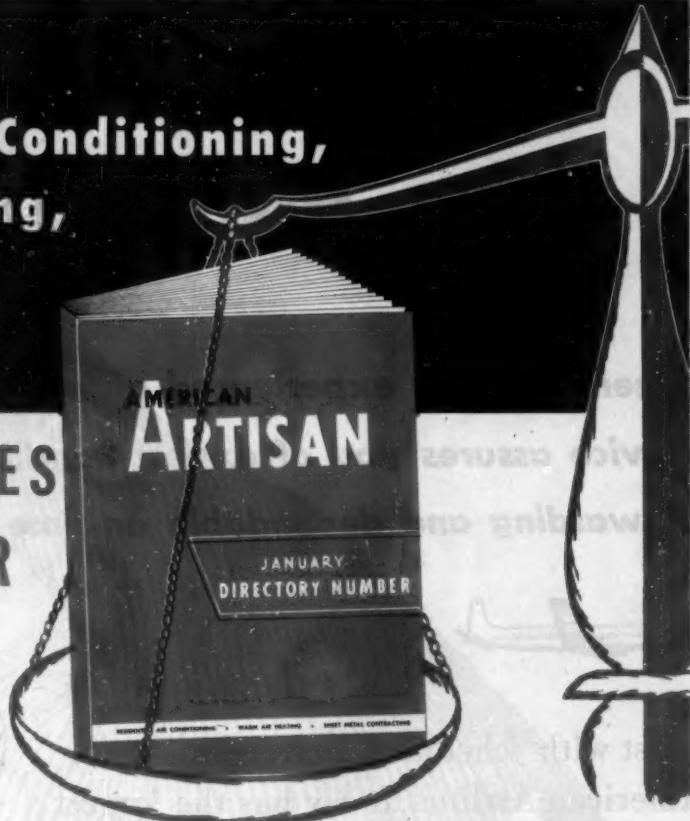
By no other means can you accomplish so much at so little cost.

Promoting your products in American Artisan's January Directory Number is a **BASIC** job — a fact recognized by well over 200 advertisers who take advantage of this opportunity each year.

Dealers, contractors, wholesalers, and manufacturers constantly need up-to-date information on sources of supply. In the most complete form available, they find such data in our Directory Number:

- An alphabetical listing of all products the field uses.
- Names and addresses of the manufacturers.
- All known trade names.
- A guide to the products advertised in this issue and the manufacturers' names.

Here's information your customers and prospects will be referring to throughout 1956 when buying decisions are made. Without question, your product



story in this issue will have **LASTING** sales power.

In addition, as a regular January issue (not a 13th or premium cost number), there will be normal editorial content assuring immediate cover-to-cover attention.

It all adds up to an unequalled opportunity. In American Artisan you have the book that reaches the greatest concentration of buying power — the more progressive dealers and contractors who handle 80% of the available business . . . the book that delivers the only fully paid (ABC) circulation in the field . . . the book that excels in editorial content . . . the book that leads in advertising volume . . . the book that best covers Residential Air Conditioning's acknowledged outlet — the Warm Air - Sheet Metal Dealer.

And in American Artisan's January Directory Number you have the added value of an issue designed to promote sales all during the year. Take sufficient space, perhaps a spread, an insert, or multiple pages, to present complete buying information. Regular space rates apply.

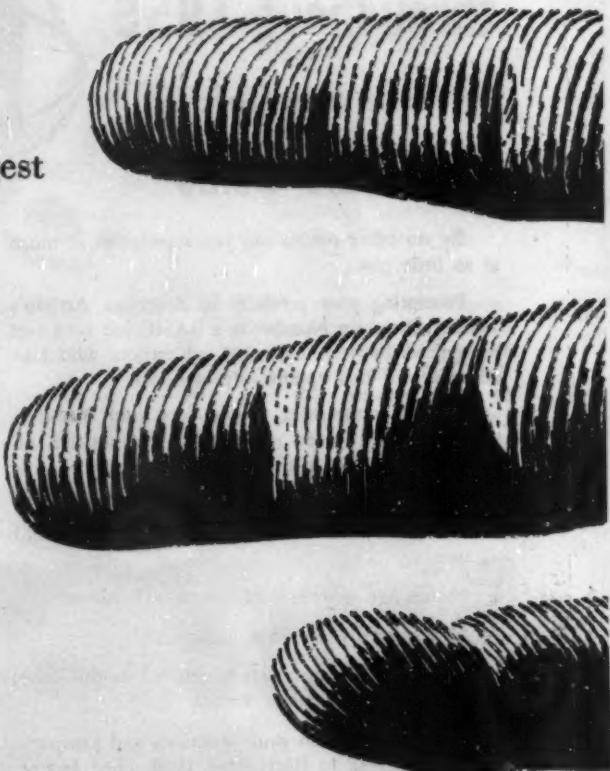
KEENEY PUBLISHING . . . 6 N. Michigan, Chicago
 NEW YORK: 1734 Grand Central Terminal CLEVELAND: 737 National City Bank Bldg. LOS ANGELES: 6/2-5 Lafayette Park Bldg.
 ABC AIR CONDITIONING HEADQUARTERS ABP

Put your shipment

**America's most experienced airfreight
service assures you of expert handling, prompt
forwarding and dependable on-time deliveries**

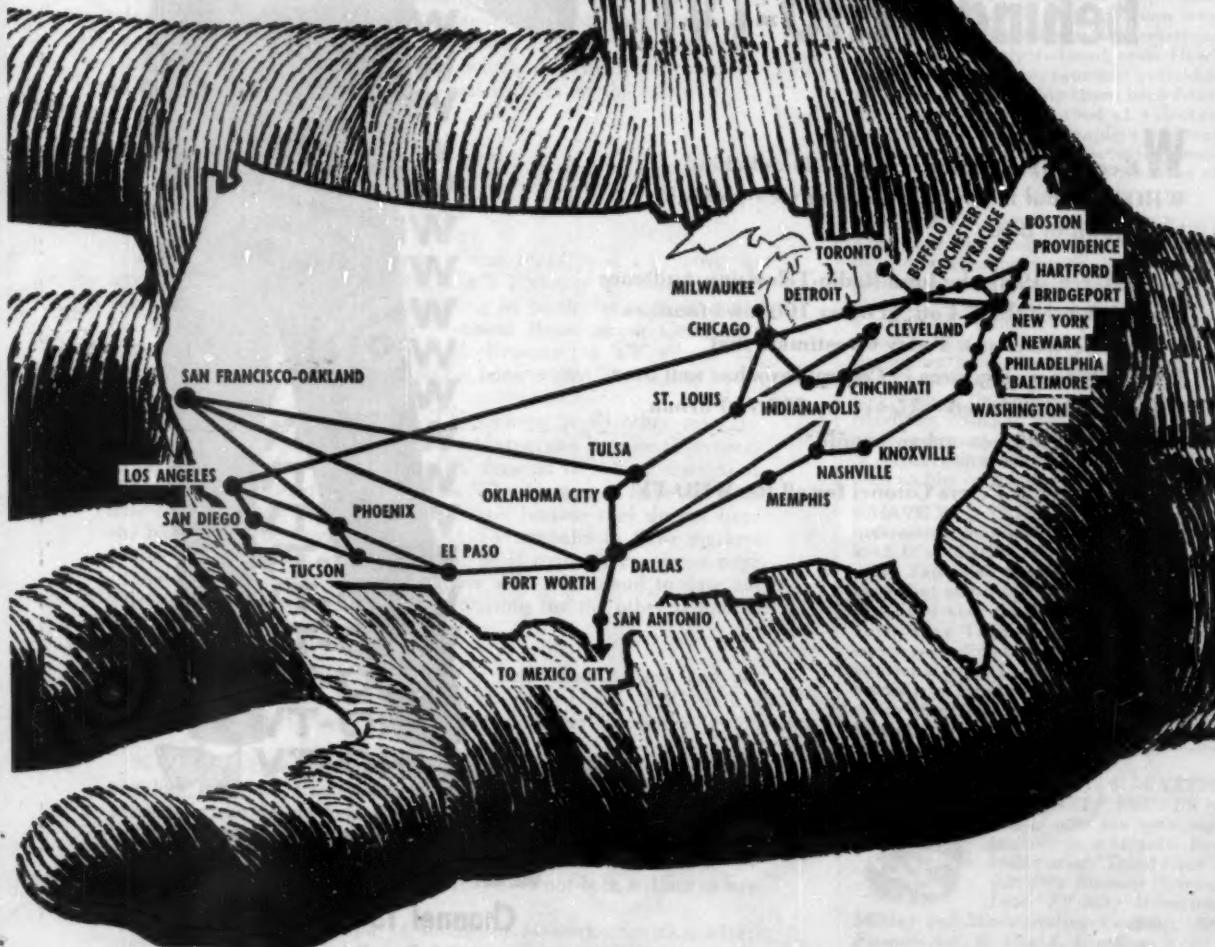


First with scheduled airfreight,
American Airlines today has the largest
personnel force, the most
modern handling equipment. Add
this edge in experience and
facilities to American's superiority
in coverage and capacity and
you'll readily see why American
Airlines is better qualified
than any other carrier when it
comes to solving shipping problems
and cutting distribution costs.
American Airlines, Inc., Cargo
Sales Division, 100 Park Avenue,
New York 17, New York.



AMERICAN AIRLINES^{INC}
America's Leading Airline

in our hands



The facts behind WHO-TV!

We could write a book about the facts behind WHO-TV—but from an advertising view-point, it boils down to this.

As of March, 1955, the Iowa Radio-Television Audience Survey showed that 74 out of every 100 Iowa families owned television sets. Today we estimate that WHO-TV's coverage area in Central Iowa has well over 280,500 television sets—viewed by 502,750 urban people, 551,200 non-urban people.

Ask your Free & Peters Colonel for all the WHO-TV facts.



WHO-TV

Channel 13 • Des Moines



Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Free & Peters, Inc.
National Representatives



SALES MANAGEMENT

COMMENT

It's Your Sale, Too

The economic function of advertising never can be explained too often. It is a story that should be told continuously. The latest business firm to take paid space is Bankers Trust Co. It says in current advertisements:

"Every manufacturer must spread the news about his products—quickly, effectively and inexpensively. One customer telling another is too slow.

"Mass selling is the only way to stimulate mass demand. Advertising is simply mass selling that paves the way for salesmen. Through advertising, businesses tell millions about their products and services for a fraction of a penny for each person reached."

"Lives are enriched by advertising which stimulates 'wanting,' generates new ideas, speeds development and acceptance of new products, creates new jobs. . . . Business invests \$9 billion annually in advertising. . . . When millions respond by buying, production can be increased, economies effected, and prices reduced. This productive circle maintains the free market in which the American consumer enjoys the finest selection of goods and services on the earth."

Who's Selling Them Now?

The word "spectacular" is readily recognized by a TV viewer in any one of 55 major markets. But to a TV viewer in Abilene, Tex., for example, it probably means nothing in particular, and certainly he doesn't associate it with the National Broadcasting Company's gigantic programs, launched last fall. Reason: the TV viewer has never seen an NBC spectacular on his home screen.

The Abilene viewer, like the TV viewers in 43 other markets, has been cut off from the major network programs because advertisers so far have not been ready to buy TV time on such local stations at the prevailing cost-per-thousand rates. The 44 stations have not been able to lower their cost-per-thousand rates because they do not have the big name programs to offer. And TV set sales in those markets are slower than they probably would be if national programs were available on local stations. So everyone is in a box, and to date advertisers and the stations have been waiting for the other fellow to help them break out of it.

Both NBC and CBS have tried to help local stations and advertisers. Progress has been made. Now along comes NBC with a Program Extension Plan (PEP), to go into effect November 1.

NBC is admittedly looking for increased billing, but it is taking the long view of market development. It has deliberately selected stations in the 44 markets with the lowest billings from any of the TV nets to offer to advertisers as a circulation bonus, under a pricing system that should encourage advertisers to expand their use of TV into markets which up to the present they have not been willing to buy.

"A fundamental principle of successful network television advertising is coverage of the national market," says NBC to you—its advertisers and prospects. ". . . most program lineups include all the major markets and a substantial number of medium-size and smaller markets."

Magnetic Tape in Business

By Paul Jansen
Sales Manager



DO YOU PHONE
your branch offices often? Here's a good way to slash your long distance telephone charges! Air mail lightweight tape recordings of conversations and instructions.

Problems can be reviewed and questions discussed in leisurely detail; opinions can be both expressed and listened to by whole groups of interested persons at both ends. Since the same reel of tape can be used and re-used indefinitely, the cost is less than that of ordinary correspondence!

TAPE CONDUCTS TOURS! It costs money to have trained personnel available to lead tours through your plant and offices. But thanks to all-purpose magnetic recording tape you can now carry on this friendly public relations activity at greatly reduced cost. How? Just by recording on tape key individuals' talks, then playing them back from amplifying units spotted at selected points. Visitors get a complete description of exhibits or manufacturing processes, yet only a minimum number of guides are needed for the job.

NEWEST PARTY FUN-MAKER—it's a magnetic tape recorder put out of sight to pick up celebration sounds. Surprise your guests later on with amazingly lifelike recordings of their own voices. A tape recorder is a wonderful thing for family parties, too! Capture forever the happiness of birthdays, weddings, anniversaries. Unlike disc recordings, magnetic tape never wears out. It can be played again and again with no hiss or scratch.

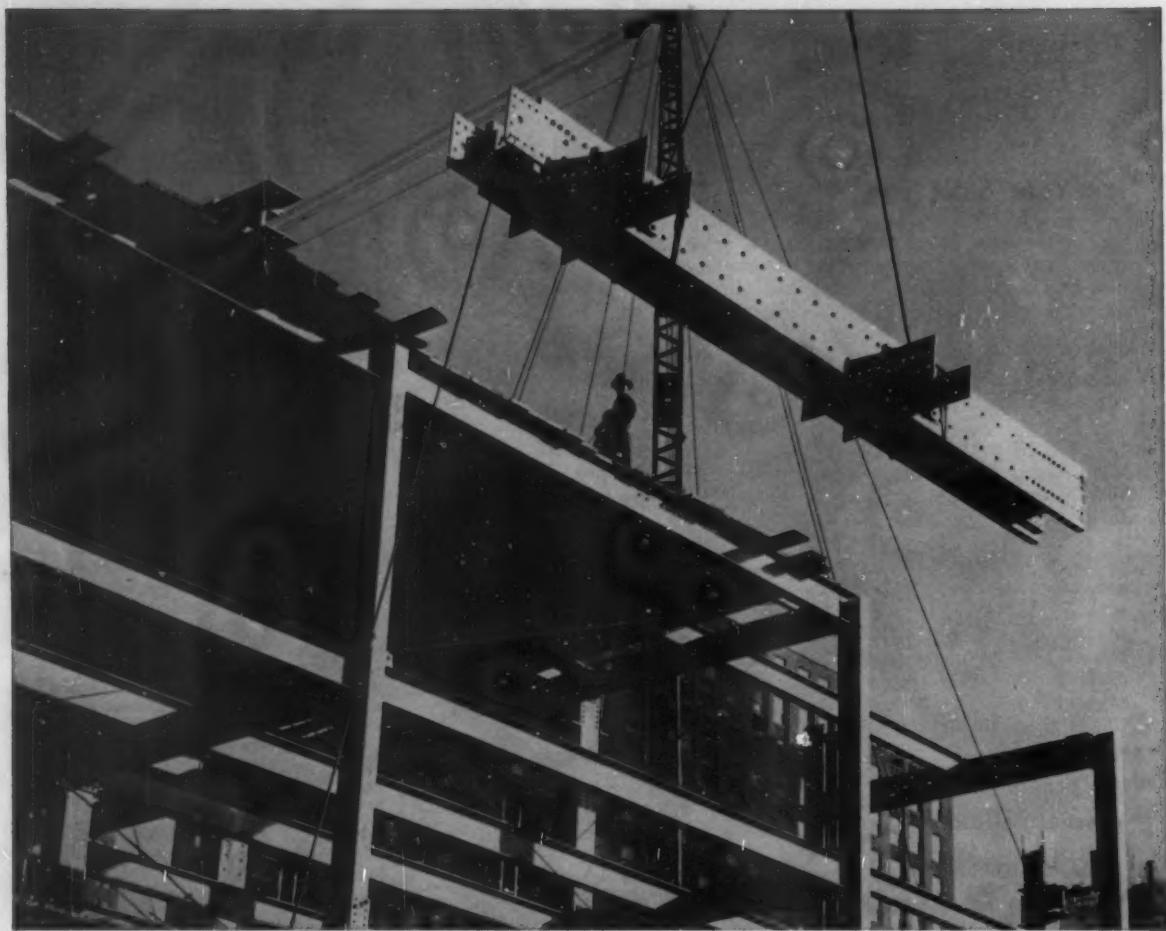


HAVE YOU TRIED THE newest, most interesting magnetic tape on the market? It's "SCOTCH" Extra Play Magnetic Tape 190, the amazing recording tape that offers you 50% more tape on a standard-size reel. Every reel of new Extra Play Tape actually gives you as much recording time as 1½ reels of conventional tape. This means you can now record even longer conferences, speeches, radio programs and slide presentations without interruptions for reel change. Ask for a demonstration!



HOW CAN MAGNETIC TAPE HELP YOU? I'll be glad to offer you some suggestions in a valuable free booklet called "Sound Ideas". Just write: Business Division, Dept. FV-105, Minnesota Mining and Manufacturing Company, 900 Fauquier Ave., St. Paul 6, Minnesota.

The term "SCOTCH" and the plaid design are registered trademarks for Magnetic Tape made in U.S.A. by MINNESOTA MINING AND MFG. CO., St. Paul 6, Minn. Export Sales Office: 99 Park Avenue, New York 16, N.Y.



Watch your sales go up when you advertise in **CONSTRUCTION EQUIPMENT**

Why? Because your advertising goes straight to the men who have been *personally identified* as key buying influences by over 1,200 field salesmen of construction machinery and supplies.

Alone in its field, CONSTRUCTION EQUIPMENT builds and maintains its circulation through these local market experts—giving you the best coverage of buying influences in the vast, fast-changing construction market.* The extra trouble and expense

involved in this unique Conover-Mast Franchise-Paid Circulation Method works for you *to build sales*.

Editorially, too, CONSTRUCTION EQUIPMENT is unique in its field. It concentrates on "how to use it" information, presented in fast-reading application case histories—fully illustrated and tightly documented for quick impact.

RESULT—your advertising pulls more inquiries . . . better inquiries . . . and your sales go *up!*

*And remember, each copy of the magazine is paid for by these franchised distributors.

The Equipment Application Magazine

NBP BPA

A CONOVER-MAST PUBLICATION

205 EAST 42nd STREET

Offices: Chicago • Cleveland • Los Angeles • Washington

28



**Construction
Equipment**

NEW YORK 17, N. Y.

SALES MANAGEMENT

The opportunities of the national advertisers are comparable to NBC's. Most so-called national advertisers are really not that at all. They high spot in their promotion, so it is not surprising that the numerous newspaper pantry-shelf surveys show wide ranges in popularity of "national" brands of specific products. So NBC is playing to an advertiser's desire to become truly national.

The people who live in the so-called B and C and D markets are people with the needs and desires of people who live in the A markets so assiduously cultivated by the major advertisers, who use all mediums to reach them. Often, people in these "minor" markets have higher per family and per capita incomes than the people in the larger markets.

Anyone who has lived in one of these smaller markets, or shopped in them for products on the shelves and well-known in major markets, knows the frustration of not having the widest selection from which to choose. But products which are not advertised in a market frequently are not stocked in that market. So potential customers lose the American's desire for freedom of choice and the marketing man loses customers.

We have a hunch that the television people will profit all out of proportion to the promotion cost in their long-range development of the minor markets. They are "packaging" the smaller markets and making them attractive to you to buy. We wonder what would happen if all media engaged in comparable long-range development of all markets?

IKE Can't Do It Alone

There was a warning for business in the \$13 billion drop in stock market values on the Monday following President Eisenhower's heart attack. Apparently, millions of people have been saying to themselves, "Ike will see that everything is o.k." No finer compliment could be paid to a President, but it is not one that Eisenhower himself thinks wise.

Businessmen might well heed the advice the President has been giving steadily to the Republican political managers: It's foolish to count too much on a single mortal, even if he is President. The Republicans, with an odds-on winner in '56, naturally would not like to contemplate life without President Eisenhower.

Greatest threat to the nation's continued prosperity is the belief that it is possible to sit back and watch the boom roll on. It took a lot of pushing to get the boom going and it will require steady refueling with sales effort to keep it going.

Instead of leaning on the President, wouldn't it be a better idea to decide that the President would like the help of 161 million Americans?

Warming Up for '56

Many of you, because of your high incomes and executives sales ability, will soon find yourself on the receiving end of some salesmanship. The salesmen: fund raisers for the Republicans and the Democrats.

With President Eisenhower probably out of the 1956 race, the money raisers will be pressing harder for your contributions. Reason: the need to build up new candidates faster and, in the case of the Republicans, in a shorter time than in any other campaign.

So we suggest you'll want to turn to page 122 for "A Backstage Look at the '56 Political 'Sales' Campaigns."



MR. SALES MANAGER

Have You Ignored the Sales-Rich Baking Market?

BY HAROLD E. SNYDER
Editor, Baking Industry

If in the past you've given the baking market only a spurious glance, look again. Mr. Sales Manager, look again. Rising production costs have made bakers alert to labor, time and money-saving services and equipment . . . opening up a new era for manufacturers selling to this sales-rich baking market.

How big? Well, add up the \$30,000,000 spent for new structures and additions to present structures in 1954, plus the \$80,000,000 spent for new plant and equipment expenditures. Add to that the \$2½ billions spent for wrappers, boxes and bags alone, not including purchase of a wide variety of items including traveling ovens, air conditioning units, wrapping material, trucks, raw materials and manufactured supplies. All this totals up to a whopping \$5 billion annual market for suppliers.

And it takes broad coverage of this industry to do the kind of sell-job that measures up to the magnitude of the industry. BAKING INDUSTRY—offering top paid circulation in the field—represents 92% of the major buying power . . . one way of getting to the heart of the market . . . quickly, economically and effectively. With 61,000 readers per issue (average 4 readers per copy) you're assured of sales-stimulating readership for your sales message. Why not let the BAKING INDUSTRY representative tell you more about it? BAKING INDUSTRY, a Clissold Businesspaper, 105 W. Adams Street, Chicago 3, Illinois.

A NEW MARKET *for the finer things*

A NEW MEDIUM

A quiet revolution has been going on in Mental America.

Yet die-hards are still dispensing circus-talk: popcorn and soda-pop and 12-year intelligence. People, they say, are still people—and still children at heart. So play to the primitive needs of food, sex, shelter and—you're safe!

Well, we have no quarrel with those who elect to wear chronic blinkers. Yet, certainly they are blind to The Great American Ferment of the last decade. True, there is much talk about The Changing American Market; but there is too little talk about The Changing American Mind.

With steadily mounting national income—and a standard of living unparalleled in world history; with shorter work hours and longer leisure hours; with an all-time high in higher education—hundreds of thousands of Intelligent Americans want to satisfy and gratify another basic hunger: *the hunger of the mind*.

These people are neither long-hairs nor high-brows. They are just as normal as you and I. They do not live on the astral plane. They are earthy, realistic, interested in the here-and-now; but interested, too, in what Yesterday can teach them about Today.

In their quest for the dollar these people still take time for the quest of the spirit. They appreciate that, to live a full and rewarding life, Everyman must cultivate resources within himself; must warm his soul from the age-old fires of knowledge and culture.

It is ironic that astute Americans view The American as a fixed factor rather than a factor still in ferment. "The American," say the Editors of Fortune, "has not yet become a type, in the sense that the Englishman or Frenchman is a type; the American is still cooking in the national juices. It can be safely predicted that French peasants will be hoarding their liquid assets twenty years from now, and that Englishmen will not be drinking Coca-Cola at teatime thirty years from now. But only five years from now, maybe sooner, Americans may be spending billions on products that today are struggling for the merest foothold in the market."

There is no longer the sharp cleavage, the hard-and-fast distinction, between class and mass. We no longer have what we, in the Sinclair Lewis days, blissfully and Babbittily called America's Middle Class. Instead we have the rich middle-income class. And, with it, an ever-increasing hunger for the finer things in American life.



The tastes and preferences of people have broadened and risen. When more people attend art museums than baseball—as they did in 1954—it isn't just a statistic or a coincidence. It's a revelation—and a revolution. Fenton Turck, consulting engineer, has a good name for it: The American Explosion.

He compares it to the Periclean Age of Greece. He rejoices in the increasing expenditures for books, higher education, phonograph records, attendance at operas; the growing number of symphony orchestras, local opera companies, little theatres; the sizable sums spent for photo developing and printing, for flowers and seeds, etc.



What has all this to do with a new magazine called WISDOM? Everything.

WISDOM was born because it had to be. It fills a need untapped by any other publication. It is a wholly new publishing concept. There has never been a magazine like it. It is geared and gaited to Intelligent America—to mature minds of all ages. In no way does it duplicate any other magazine—either news or the general fiction-and-fact kind. It is a magazine for our time—and for all time!

Each issue presents the dramatic story of Yesterday's age-old wisdom and Today's new knowledge and achievement: in Art, Business, Education, History, Humor, Law, Literature, Medicine, Music, Psychology, Religion, Science, Theatre, World Affairs. Its scope is world-wide; its philosophy simple and sincere. It has been called "the most worthwhile publishing idea of our generation." It is designed for busy, intelligent men and women interested in pleasurable and profitable reading. It is non-political, non-sectarian, non-controversial. It is a magazine that adds to your knowledge and culture without teaching or preaching.

For WISDOM takes you into the minds of the most gifted men and women of Yesterday and Today. Philosopher and poet, composer and dramatist, artist and industrialist, scientist and statesman—all are here in WISDOM. In its pages the wisdom of the ages comes alive—wisdom you can use here-and-now not only for greater mental success but for greater mental and spiritual attainment—for the things that money can't buy.

Moreover, WISDOM has great warmth and physical beauty. Its size alone is impressive: 10½" by 13¼". Illustrated by the world's top artists and photographers, each issue is a



in American life...

to reach it...

superb typographic performance—and one that will add graphic lustre to every advertisement in it.

• • •

Which automatically brings us to the core of this message: advertising.

If you have traveled with us thus far, you are fully aware that in WISDOM you have a unique publishing property. You have a pre-sifted audience made up of people other people look up to: top-tier business executives, and professional men and women, in the most productive years of their lives; playing important roles in their communities; with the capacity to enjoy the finer things in life and the means to enjoy them. That's right—*sell-ectivity* is the word for it!



People who gravitate to the editorial concept of WISDOM are inevitably people of intelligence, taste and discernment: people who are "choosy" about where they live; what their homes look like; the cars they drive; what they wear; what they eat and drink; how they entertain; where and how they travel. A super-screened audience if ever there was one!

How do we know? An advance study of the WISDOM Magazine Audience—based on voluntary reports from 5,344 Charter Subscribers—tells us:

72% are top earners between 35 and 60—today's prime period of productivity. 61% earn \$7,500 to \$20,000 and over. (Thus they have not only earnability but spendability.) 82% are college graduates; 16% high school graduates. 40% are business and industrial executives, corporate owners, proprietors; 35% professional. Automobiles? 23% own 2 or more cars; 39% bought a new car in the last 12 months; 32% intend to buy a new car in the next 12 months. 73% own their homes; 27% rent them. 52% readers are men; 48% women. (You can't beat that for a 50-50 book.) 83% are married; 17% are single. Children average more than 2 to the family. Annual outlay for vacations and such luxury items as jewelry, perfume, silverware, etc. is appreciably higher than average.



All of which adds up to this: WISDOM offers you...

A NEW MAGAZINE read by people other people look up to.

A NEW MARKET for the finer things in American life.

A NEW MEDIUM to reach it.

In short: A GREAT NEW BUY!



WISDOM WINS HIGH PRAISE FROM ADVERTISING AMERICA:

FAIRFAX M. CONE, President, Foote, Cone & Belding: I think WISDOM is very exciting. BERNARD C. DUFFY, President, Batten, Barton, Durstine & Osborn: An interesting and attractive publication. ROY S. DURSTINE, President, Roy S. Durstine, Inc.: Excellent! SYLVESTER R. WEAVER, JR., President, National Broadcasting Company: WISDOM is a handsome production. F. KENNETH BEIRN, President, Biow, Beirn & Toigo: I am very much impressed with WISDOM and stimulated by it. I like the range of subjects. JOHN L. MARGO, Vice President, Ruthrauff & Ryan, Inc.: I think WISDOM is superb. I know of no other magazine that covers the field you are exploring. E. A. DARR, President, R. J. Reynolds Tobacco Co.: I think WISDOM is very well done. FRANK STANTON, President, Columbia Broadcasting System: WISDOM will perform a very great service for its subscribers. HENRY L. BUCELLO, Advertising Manager, Bank of America: WISDOM is an inspiration from cover to cover. W. R. CHASE, Advertising Manager, The Procter & Gamble Co.: An unusual concept in magazine publishing. W. C. NEWBERG, President, Dodge Division, Chrysler Corporation: A very pleasing publication. The articles are of very high calibre. FRANKLIN C. WHEELER, President, Brisacher, Wheeler & Staff: WISDOM is of great interest to me; and I cannot help but feel that it fills a void that has long existed in magazine publishing. BEN R. DONALDSON, Director of Institutional Advertising, Ford Motor Company: I was greatly interested in WISDOM. I found it informative, inspirational and stimulating.

Vital Statistics: Circulation guarantee: 200,000 average net paid.

To be issued monthly. Page size: 10½" x 13¼".

For other facts, figures, rates, dates ...

SEE THESE MEN OF WISDOM:

Eastern: Sadler & Sangston, 342 Madison Avenue, New York 17
Mid-Western: Lytle-Webbe Co., 332 So. Michigan Ave., Chicago 4
Pacific Coast: Blanchard-Nichols, 111 Sutter Street, San Francisco 4
Blanchard-Nichols, 633 So. Westmoreland Ave., Los Angeles 5

WISDOM MAGAZINE: Advertising and Editorial Offices:
8800 Wilshire Boulevard, Beverly Hills, Calif.

THE NEW YORKER MAGAZINE, INC.

announces...

*. . . the opening on October 1st
of an advertising sales office
at 155 Montgomery Street,
San Francisco 4, California,
and the appointment of
Mr. Richard E. Mann
as West Coast Manager.*

Telephone: Sutter 1-8346



*. . . and the opening on January 1st, 1956
of an advertising sales office
at 633 Shatto Place,
Los Angeles 5, California,
under the direction of
Mr. Howard Hoover.
Telephone: Dunkirk 7-1231*

THE
NEW YORKER

Other advertising offices: New York, Chicago and London

Yesterday's Want is Today's Need

Alderson & Sessions, a Philadelphia firm that serves many important corporations as marketing and management counsel, takes a crack at American sales executives who visit foreign countries and expound the doctrine of a prosperous economy being built on wants rather than needs, "so that it becomes the function of the salesman to make people want things they don't need."

The author of this piece in the firm's external house publication, "Cost and Profit Outlook," goes on to say that when this doctrine is expressed here in the States in its normal setting at the closing banquet of an annual sales convention, it causes no uneasiness or alarm—that it is there recognized as either an attempt to spur the flagging zeal of salesmen stuck with an unpopular product, or an awkward and confused characterization of the creative aspects of marketing.

"It is when this doctrine is exported to foreign countries and represented as the marketing philosophy which made America great that the gross inaccuracy and distortion becomes positively embarrassing. . . . Businessmen and economists in Europe or Latin America will certainly find it difficult to believe that the secret lies in harnessing our productive resources to turn out things that nobody needs. . . . The opportunities of life are so varied, the dangers which beset it so uncertain, that people will always need more things than they possess."

Consumers Are Our Dictators

Red Motley, I believe, was the first American sales executive to expound the "wants versus needs" theory. I heard him explain it both here and in England and I doubt very much that he ever saw it as such a black versus white proposition as does this Philadelphia firm in its literal interpretation.

A dictator in a totalitarian country might decree that we *need* certain things which we do not now possess, but in our free economy it is up to the individual to decide.

Did you buy a new car this year? Probably you did. Did you *need* it—need it in the sense that the old one was falling to pieces, represented a hazard to you and others? Of course not. But you wanted it, didn't you, and didn't you feel a sense of satisfaction and pride over the purchase? Do you think that the Detroit company should be criticized for making you want something you didn't actually need? And is our economy better off, or worse off, because you bought it?

Perhaps you have a private airplane. You wanted it and now you feel you *need* it, since yesterday's wants become today's needs. I don't have a private airplane because nobody has made me want one.

I don't think the British misunderstood our American sales team five years ago when we pointed out that it was the practice of American marketers to make the public want more and more things. Sure, some of them thought Americans were a crazy people who worship material possessions at the expense of some of the "better things" of life, but I don't think they got the idea that we encourage our salesmen to make people want things they don't need and can't use. Foreign businessmen aren't so dumb as to accept literally that probably apocryphal story of the salesman who put over the deal for a refrigerator with the Eskimo.

"Needs" Are Individual

The word "need" cannot be defined for a large group other than to say that we all need certain basic necessities. Beyond that the definition has to be made by each individual. I happen to feel the *need* for several shotguns and rifles—also a casting rod, a fly rod, a spinning rod and several hundred lures. But I wouldn't pretend to tell Jones that he needs them. If manufacturers of such products make Jones want them, then he'll need them just as I do. My wife, incidentally, made a typically wifely remark the other day when I bought my Browning over-and-under. "Why do you need another shotgun? You already have a couple." I *didn't* need it in a literal sense. We can buy our meat in the market, and there's no economic justification for banging away at clay pigeons, but I sure as hell *wanted* it.

I just plain disagree with Alderson & Sessions when they say, "There is no deficiency of consumer needs anywhere in the world, including the United States." Do they think that Jones *needs* guns and fishing tackle? He doesn't believe it. And he is a free voter in the market place.

A definition of "need" in Webster's New Collegiate Dictionary is, "the lack of anything requisite, desired or useful." So the new Revlon lipstick featured on "The \$64,000 Question" may not supply any basic essential such as food, clothing, shelter—but if it is wanted, it is also a need, in that it is desired and is useful.

Perhaps I'm getting unduly worked up about something which may seem to you as only a question of semantics, but I'll confess it burns me up when I see an interpretation of "wants" and "needs" which seems to imply that one is in the arctic and the other in the antarctic. There isn't that disparity.

However, since there are literal-minded people, it might be well to rephrase the statement to read, "To make people want things they don't *realize* they need."

GOOD NEWS FOR TRAVELING MEN

The original construction plan for New York's Belmont Plaza Hotel had created a hotel where all single rooms, double rooms and twin rooms were alike as to area and general arrangement. Today, with the rooms completely remodeled and newly furnished, no one room differs from another, except in color scheme, trim and elevation.

The Belmont Plaza made news the other day with its announcement that all rooms are now available at one rate: \$8.85 single; \$10.85 double; \$12.85 twin-bedded.

For years there has been a wide gap between advertised room rates and the prices of the rooms that the clerk says aren't "available." At least that's been our experience. Perhaps other hotels around the nation will follow the lead of this New York hostelry. It would certainly make for friendlier relations between desk clerk and guest.

\$90 BILLION A YEAR FOR SERVICES

That's the estimate of the National Industrial Conference Board which points out that consumers now spend 36 cents out of every dollar for services. It was only 31 cents in 1947.

But, says the board, this 36 cents is a few cents lower than service expenditures per dollar in the '20's. Rents were relatively higher then. Now, we spend more for hospitalization plans, debt financing, utilities (including telephone), insurance and appliance repairs. We spend less for domestic services—and much, much more for appliances.

SPEAKING OF THE '20's

That bustling period in America's growth still holds some per capita consumption records. With all the talk about our booming home building industry, 1925 still stands as the year to beat. It seems certain 1955 will see construction started on a whopping 1,300,000 non-farm dwelling units. That will be a rate of 36 new residential units for each 1,000 non-farm families. The figures are from the Family Economics Bureau, Northwestern National Life Insurance Co.

But, back in 1925, when there were sixteen and one-half million fewer non-farm families, 937,000 non-farm dwellings were started. That divides out as 47 new units for each 1,000 families—an all-time record.

THERE'S A SALESMAN ON YOUR STAFF

"He can't utter a word," says the *Phoenix Flame*. "Yet he can say a lot for you . . . and for your product."

"He sees many prospective buyers of your product every day. Questions are: How many see him? And like what they see?"

"This chap's surrounded by direct and indirect competition. Thus he can't elaborate much. He can only give the barest facts, and he must get them over quickly."

"He can't give the history of your business. Can't call attention to your standing in your industry. Can't say what a splendid organization you have."

"But—he can suggest these things. By his appearance. By how well and how quickly he announces what he's selling. By how easy he will make dispensation, use and storage of your product."

"Who is this silent but influential salesman? He's a representative you can't afford to short change. He's your package."

THE PENETRATION OF TELEVISION

America's 47,788,000 households have been measured by a new Advertising Research Foundation survey which shows that 6.7 out of every 10 households have at least one TV set and that over a million U. S. households (3.5%) have two or more.

The bulk of sets, naturally, are in areas surrounding towns of 50,000 or more population—22,874,000 sets. But small towns and rural territories, outside these metropolitan areas, can boast 9,232,000 sets. So, the degree of over-all saturation is impressive, ranging from 46% of all households out in the country to 78% in medium-size and big cities.

Geographically, the Northeast has 80% TV penetration in households; the North Central has 72%; the West has 62% and the South has the lowest, 53%.

PRINT VERSUS SIGHT—SOUND

The Magazine Advertising Bureau has come up with an interesting analysis. Since 1949, when network television became an important factor, the net increase in national advertiser investments in network television and radio was \$253 million.

During the same five years, national advertising investments in magazines and newspapers increased by almost precisely the same amount—\$251 million to be exact.

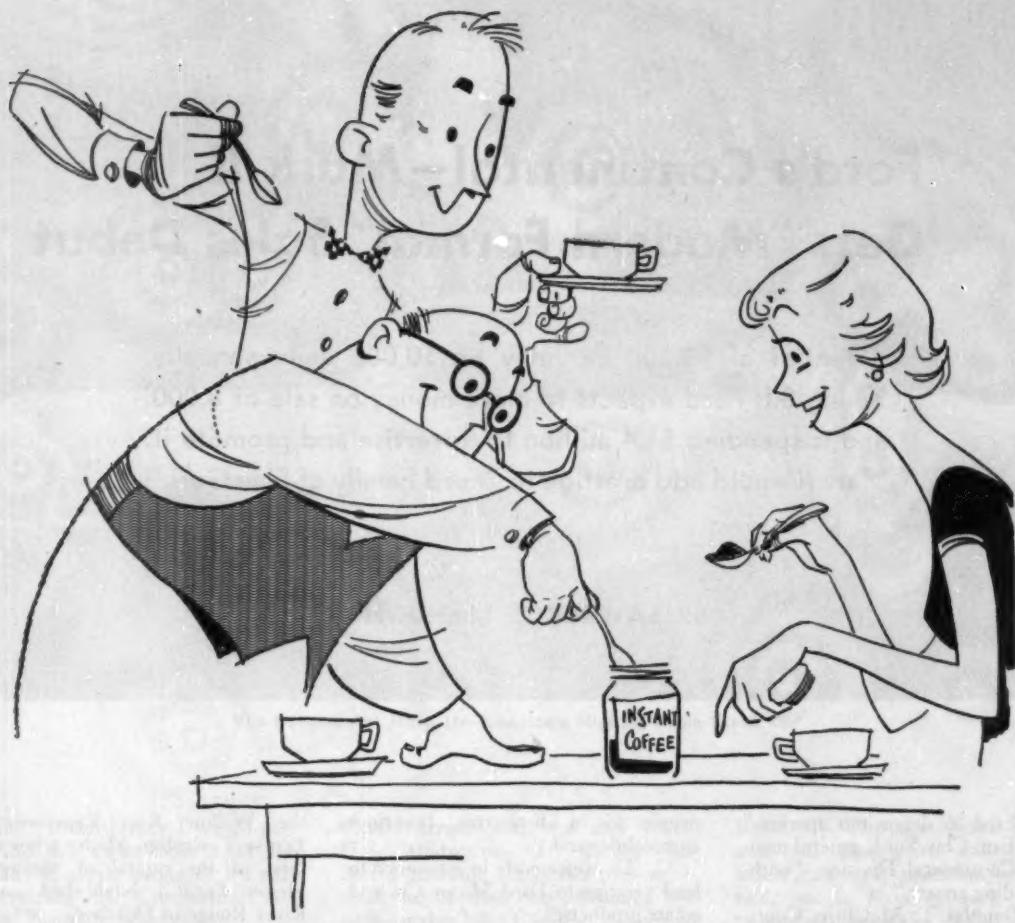
Last year, according to the bureau, this was the score sheet as to number of national advertisers spending \$25,000 or more in each medium:

Magazines	2,163
Newspapers	1,041
Network radio	168
Network television	268
Total	2,615

This figure, 2,615, represents the total number of advertisers spending \$25,000 or more in any medium; because of multiple media users, columns do not add to these figures.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Instant Coffee goes fast...in Iowa!

Whether they take it black or use cream and sugar, Iowans are definitely drinking more instant coffee than ever before. What's more, our BRAND INVENTORY* shows one brand, not in the market in previous years, has suddenly corralled a big chunk of consumer sales. And one of the regulars has chalked up a sizable increase, too.

Evidently there's plenty of room for brand promotion in this market where instant coffee use went from 32.8% in 1953 to 53.6% in '54. And what better way to do the job, than in the more-than-500,000-circulation Des Moines Sunday Register...the one medium covering cities, towns, villages, farms—in fact, *the entire state of Iowa!*

THE DES MOINES REGISTER AND TRIBUNE

An "A" schedule newspaper in an "A-1" market!
Gardner Cowles, President

REPRESENTED BY

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

*WHAT BRAND INVENTORY? Why, the accurate, factual, and mighty revealing BRAND INVENTORY IN THE HOMES OF IOWA SUBSCRIBERS to The Des Moines Sunday Register! Get your personal copy by simply writing us on your company letterhead.

Ford's Continental—Mark II Gets "Modern Formal" Sales Debut

Potential of \$9,300 car may be 10,000 units annually. Young Bill Ford expects to make money on sale of 6,000, and is spending \$1.4 million to advertise and promote it. Mark II would add prestige to "Ford Family of Fine Cars."

BY LAWRENCE M. HUGHES

"It's hard to define our market," says William Clay Ford, general manager of Continental Division, "without sounding snotty."

And Douglas T. McClure, Continental's sales manager charged with putting the proper hands at the wheel of the new Mark II, explains that "we knew before we designed the car that we wanted:

"1. To satisfy the apparent demand among a small segment of

people for a distinctive, luxurious automobile, and

"2. To create style in a manner to lend prestige to Ford Motor Co. and all its products."

If Continental or one of 650 Lincoln dealers in larger cities rates you VIP, you'll get an engraved invitation. Such-and-such Lincoln Dealer will request the pleasure of your showing up at a private showing of the Continental—Mark II on Friday the twenty-first of October at half after four o'clock.

The invitation (costing dealer \$43.50 for first 100) doesn't add RSVP nor lure you on promise of cakes and ale. The Continentals assume you can buy your own cakes and will feel honored to be asked. Doubtless you know where the old Mark I stood in Motordom and, after these seven years, you must be curious to see what Mark II may mean.

If you're very VIP you may even have received a personal letter some time back from Bill Ford or a personal call from Doug McClure, asking your help in designing this "modern formal" and quite capable and costly motor car.

Bill has risen lately to v-p of Ford Motor Co. in charge of both Lincoln and Continental divisions. Continental is now on its own in new hq, plant and private proving ground on

the Willow Run Expressway in Ecorse Township, Mich., a few miles west of the capital of the empire Henry Ford I established on the River Rouge in Dearborn.

Bill is the youngest of Henry I's three grandsons. His brother Henry II heads the whole company and brother Benson runs Mercury Division. The original Mark I was one of the few projects conceived by their father Edsel (then president of the



MARK'S MEN: General manager of Ford's Continental Division, 30-year-old Bill Ford has become the proud papa of the costliest American-made motor car, and . . .



. . . Continental's sales manager, 31-year-old Doug McClure, is charged with seeing that 650 Lincoln dealers put the proper hands behind Mark II's wheel.



The Continental Mark II—America's Highest Price Stock Car

company) which Henry I would permit. And Bill (who looks a lot like his Dad) is pretty proud of his part in recreating the Continental and putting it on the market.

He realizes that even in these Fabulous Fifties customers for a \$10,000 vehicle are somewhat scarce. His production and marketing plans are proportionate. Yet before long he expects Continental to be doing a \$50-million-a-year business. Already the division is spending \$1.4 million for advertising and promotion to make even those who can't yet afford Mark II aware of it.

From introduction in 1940 until production was ended in March 1948, total output of the then Lincoln-Continental Mark I was only 5,322 units. Minus the World War II shutdown, this averaged out to a bit more than 1,000 annually. Edsel first offered it in two two-door body types: a hardtop and cabriolet (convertible.) The car then cost around \$2,460. When the last Mark I rolled off Lincoln's line, some motorist paid \$4,260 for it—plus transportation and taxes.

Bill Ford still does not know the exact tag on Mark II. It would be "some place between \$9,000 and \$10,000"—complete, except for air conditioning, which runs several hundred dollars more. Others at Continental talk in terms of \$9,300.

This ticket would be \$3,000 to

\$5,000 larger than for any other U.S. production car. Before his 26.1% markup, the dealer pays a lot more for it than the consumer for such makes as Cadillac, Lincoln, Chrysler's Imperial and the upper-bracket Packard. Mark II will "compete" only with costlier imports.

Mass-minded Henry Ford I never rolled very fast in the middle- and higher-price markets. And despite strong stress of Henry II's regime on a car for every purse and purpose (to borrow an old General Motors' slogan), the Ford Division still sells 80% of the company's passenger units. Separate Thunderbird, Mercury, Lincoln and Continental divisions share the rest.

In calendar 1955 Lincoln will sell about 35,000. This will be only one-fifth of Chrysler Division's 180,000 and only a fourth of Cadillac's 150,000. But in contrast with Continental it looms large. Mark II's annual potential may be 10,000. At 6,000, says Bill Ford, "we'll start to make money."

While adding prestige to the "Ford Family of Fine Cars," and doing advance style and engineering work for the whole company, Continental Division intends to make money.

Today, the division pays wages to 800, including 300 in manufacturing. (Ford Division employs more than

100,000!) The new plant is clean and cozy and quiet, and the line barely creeps. It takes longer, I was told, just to paint a Mark II than to manufacture a Ca—a Car X. This process requires four days. "For perfect matching," the guide points out, all exterior parts are done at once, and then repeated: A coat of lacquer. Then a primer and surfacer. And then four double coats of lacquer. All with surfacing and sanding in between.

"Chromite is applied," says Bill Ford, "in successive layers of copper, nickel and chromium plating," and then is sent through "a salt spray test three times as severe as the usual SAE requirements."

Although the plant houses a lot of skills, Continental's manager shows, "we go in for handwork only when it is better." But while I saw various machines and testing devices, I imagine "automation" will be slow-coming to Continental.

A dozen cars a day finally emerge. These would add up to an annual output of 3,000. But if demand justifies and qualified workers are available, Continental could go on two shifts to turn out 6,000.

Backlog of orders today is more than 1,000, and the division will be hard-pressed to get just one floor model in the hands of each dealer by October 21. Even most of the

highest company brass haven't yet, as you might say, made their Mark.

Probably Continental's dealers will never be "loaded." Nor must they compete in the rat race of "obsolescence" brought about by yearly models. The present Mark II may be Continental's offering in 1958. Although perhaps modified and improved, the car's appearance and performance will be essentially unchanged.

You don't ask Leonardo da Vinci to turn out a newer and more revolutionary "Mona Lisa" every fall. And for all the mechanical improvements, Bill Ford's folks think that the simple, sweeping lines of beauty will be with us quite awhile . . . Mark II in fact looks like Mark I. For instance, it still has a tire mount—now inside the trunk lid, but with the lid's external surface stamped to show it.

"European" Influence

The fifth tire on U. S. cars already had gone inside when, in 1939, President Edsel Ford came back from a European trip impressed, not only with the sporting effect of the "rear" tire, but the long, low, sleek lines of some Continental cars. He had a prototype of Mark I made for his own use and drove it to Florida. Many saw and liked it. Edsel returned with 200 orders, and this "European" car was put into production.

Last Christmas Eve, Edsel's youngest son drove home the first engineering prototype of Mark II, which had been completed that day. To three generations of the family, from Mrs. Edsel Ford to the Bill Ford's little daughters, it was the best "present" of all.

It had been 30 months aborning. And six months more would elapse before the first production Mark II rolled out . . .

On June 19, 1952, Ford Motor Company's Product Planning and Executive committees okayed a report by a special committee recommending a new Continental. A unit called "Special Product Operations" was formed, with Bill Ford as manager.

This piece might be called "Young Billionaire Makes Good."

For two years SPO's doings were hush-hush. Mark II, it's said, was "conceived in a cornfield." SPO's staff then totaled three—Bill Ford, H. F. Copp, chief engineer, and John M. Reinhart, chief stylist. They labored in a remote Dearborn building, formerly occupied by Henry Ford Trade School, surrounded by

growing corn and wheat.

Study and debate led the group to discard "futuristic" styling for "modern formal." Not only stylists assigned to SPO but four outsiders were asked for designs. Over 10 days in April 1953 the Special Products Committee reviewed all the offerings . . . then settled on one of three by its own experts.

In the next three months (while the company was reaching climax in a 50th birthday observance) Bill Ford was made a corporate v-p and Doug McClure, from Lincoln, became Continental sales manager; Mark II's full-size clay design and the program for it won approval of top committees, and then Bill got the go-ahead from the Board of Directors.

At Dearborn last October he lifted the veil a bit to tell a first national rally of Lincoln-Continental Owners' Club that a new Continental would be on the market this fall.

Putting Mark II on wheels, he tells SALES MANAGEMENT, already has cost "between \$20 and \$25 million." Ground was broken for the plant on May 20, 1954. Last April 4 Special Products (now named Continental Division) moved in.

Its organization chart names 45 managers and other key people. (They average under 35 in years. Bill Ford is 30, and McClure 31.) Lined direct to Ford are Richard Morris, pr manager, and L. E. Krieg, operating manager. Others above the working-function level are in programming, product planning and administrative.

Mark II's Builders

Under Ford and Krieg appear the men who get done the seven parts of the job: Styling (J. M. Reinhart) has four managers, including one for Advance Styling and Special Projects, and Product Engineering (H. W. Johnson) shows seven. Under Sales (McClure) are Advertising-Sales Promotion (Allen F. Wilson) and managers of parts and service and car distribution. Manufacturing has eight managers, Purchasing six, Industrial Relations five, Divisional Controller four.

All are concerned with getting a fine car made and sold at a profit. In Manufacturing, for example, Quality Control has special meaning. And among thousands of other items, Purchasing makes sure that the leather for upholstery and trim comes from Scotland's Bridge of Weir, where barbed wire fences won't tear the cattle.

Mark II is an owner-driven car—long, wide and low. Its hood stretches

a third of the over-all 18 feet. Its width is 6½ feet, but height only 58 inches. You step down to get in. Entering the rear seat you may wriggle, because at this stage the car is only in two-door body style.

But, Bill Ford points out, you sit in "arm-chair comfort." Each passenger has his own air outlet, lighter, ash tray, etc. . . . Buttons at driver's left control all windows. Heater and recirculating air systems, "blended" into the car's design, serve all areas at once. Their controls are in the top of the transmission housing between the driver and front-seat passenger. . . . Even the door handles are "integrated."

To me a discordant note is the wheels. Originally wire spokes, these are now veins bolted to a solid metal disc. But I welcomed the spare use of chrome. . . . The same carpeting (90% rayon and 10% nylon, for "long wear and easy cleaning") is used on the floor, glove compartment and rear luggage area.

Will Black Prevail?

Mark II comes in 14 exterior colors: black, three blues, three greens, two bronzes, two grays, beige, deep red, and white. There are only five "conservative" two-tone combinations, and the Continentalites would rather not talk about them. (I hardly dared ask about the new colored tires!) . . . The 49 upholstery-trim combinations include 23 of leather and the rest, separately or together, of leather, nylon, matelasse and broadcloth. . . . Dashboard and instrument panel are leather-covered to jibe with upholstery.

Henry Ford I once told Model T customers: "You can have any color you want—so long as it's black." . . .

When I saw Continental I was still giddy from a Chrysler showing the day before of succeeding two-tone groups of five cars at once, toting ladies in still other colors. I never wanted to look at a rainbow again.

And then the Continentalites told me that 48% of orders for Mark II are black. (White is second, and then dark blue and dark green.)

Later I learned, however, that these orders had been placed, sight unseen, primarily by conservative-type men who responded to Continental's concept of restraint and dignity. "Yes," says Bill Ford, "black is most popular among those who haven't seen the car. But now the wives are throwing their weight around. . . ."

Some wives arrive with husbands at a guest room off the reception lobby, to decide colors and trimmings. (continued on page 136)

Calendar of Legal Holidays

State by state and date by date, legal holidays vary—and they average three per month.

If one of your salesmen intends to stop off at Norfolk, Va., January 19, tell him to change his schedule. Everything will be closed on Lee-Jackson Day. Nor should you make a business trip January 30 to Louisville: Franklin D. Roosevelt Day is a legal holiday in Kentucky.

The entire calendar of special days, weeks and

months, fortunately, is compiled each year by the Chamber of Commerce of the United States. The following list of legal holidays is drawn from the Chamber's compilation, which includes just about everything—Honey for Breakfast Week, for instance, is April 10-16.

Legal holidays observed in the various states are:

JAN. 1	New Year's Day. Legal and religious holiday.	APRIL 29	Arbor Day. Legal holiday in Connecticut.
JAN. 8	Anniversary of the Battle of New Orleans Legal holiday in Louisiana.	MAY 20	"Mecklenburg Declaration of Independence" anniversary. Legal holiday in North Carolina.
JAN. 19	Lee-Jackson Day. Legal holiday in Virginia.	MAY 30	Memorial Day. (Decoration Day.) Legal holiday in most of the states.
JAN. 19	Robert E. Lee's Birthday. Legal holiday in Alabama, Arkansas, Florida, Georgia, Kentucky (Robert E. Lee Day), Louisiana (Robert E. Lee Day), Mississippi, North Carolina, South Carolina, Tennessee and Texas.	MAY 30	Declaration Day. Legal holiday in Maryland.
JAN. 30	Franklin D. Roosevelt Day. Legal holiday in Kentucky.	JUNE 3	Jefferson Davis' Birthday. Legal holiday in 10 southern states.
FEB. 14	Arizona Admission Day. Legal holiday in Arizona.	JUNE 3	Memorial Day (Confederate). Legal holiday in Kentucky, Louisiana and Tennessee (Confederate Decoration Day).
FEB. 22	George Washington's Birthday. Legal holiday in all states except Idaho, Nevada and Oklahoma. Banks and offices close optionally in Nevada and Oklahoma. Holiday for bank purposes in Texas.	JUNE 14	Flag Day. Presidential Proclamation. Legal holiday in Pennsylvania.
MARCH 2	Texas Independence Day. Legal holiday in Texas.	JUNE 17	Bunker Hill Day. Legal holiday in Suffolk County (Boston), Massachusetts.
MARCH 15	Andrew Jackson's Birthday. Legal holiday in Tennessee.	JUNE 20	West Virginia Day. Legal holiday in West Virginia.
MARCH 17	Evacuation Day. Legal holiday in Suffolk County (Boston), Massachusetts.	JULY 4	Legal holiday in all states.
MARCH 25	Maryland Day. Legal holiday in Maryland.	JULY 13	Nathan Bedford Forrest's Birthday. Legal holiday in Tennessee.
APRIL 13	Thomas Jefferson's Birthday. Legal holiday in Alabama, Missouri and Virginia (Thomas Jefferson Day). Optional closing of banks and offices in Oklahoma (Jefferson Day).	AUG. 14	Victory Day (V-J Day). Legal holiday in Rhode Island.
APRIL 19	Patriot's Day. Legal holiday in Maine and Massachusetts.	AUG. 15	Bennington Battle Day. Legal holiday in Vermont.
APRIL 25	Fast Day. Legal holiday in New Hampshire. (Fourth Monday in April.)	AUG. 30	Huey P. Long's Birthday. Legal holiday in Louisiana.
APRIL 26	Confederate Memorial Day. Legal holiday in Alabama, Florida, Georgia and Mississippi.	SEPT. 9	Admission Day. Legal holiday in California.
		SEPT. 12	Defender's Day. Legal holiday in Maryland.
		OCT. 12	Discovery Day. Legal holiday in North Dakota.
		NOV. 1	All Saints Day. Legal holiday in Louisiana.
		DEC. 25	Christmas Day. Legal holiday in practically all states.
		DEC. 26	Day after Christmas. Legal holiday in South Carolina.

The Chamber's pamphlet lists many more events than legal holidays. It charges 25 cents for 10 copies or under; 20 cents for 11 to 50 copies and 15 cents per

copy for larger orders. Each year there is a new compilation. Write to: Domestic Distribution Dept., Chamber of Commerce of the U.S., Washington 6, D.C.

Today's Teen-ager: "Responsible and Buying!"

Seventeen, the magazine by which almost 1,000,000 Teenas live (over 80% of them buy it at newsstands—something of a record in publishing circles), has a new editor-publisher. She's Enid Haupt, who looks like the woman Teena wants to mature to. And she has a healthy respect for the composite girl who is her audience. "Today's 17-year-old Miss is as mature as my generation's girl of 22," she says. "She's no featherweight. Her interests cover the waterfront—home-making, health, beauty, world affairs." Enid Haupt, who has been publisher since 1953 and who now assumes the dual role of editor-publisher, is giving Teena the sort of literary fare she needs and wants, covering the whole range of teen-age interests. For Mrs. Haupt—who was a bride at 17 and has reared a daughter—is by background perfectly suited for the role in which she is cast. Her father, Moses Annenberg, was a famous newspaperman. As a child, a special treat for her was the weekly trip to his Wisconsin newspaper, where she watched the whole operation, from copy through presses. From her large, light-keyed office—decorated with the abstract sculpture she commissioned for it and abloom with potted plants she and her stockbroker husband grow at home—she runs the whole *Seventeen* operation on split-second scheduling. What about juvenile delinquency? "As old as Cain and Abel," she says. "And recent statistics have shown that New York—supposedly the hotbed of delinquency—has only 5% of teen-agers who are problems to themselves and the community."



GUY GILLETTE

THEY'RE IN THE NEWS

BY HARRY WOODWARD

Here Or Abroad, Instruments Sell The Same

Wilbert H. Steinkamp, who's joining Weston Electrical Instrument Corp. (indicating, recording and controlling instruments) as v-p of sales, often has a far-off look in his eyes. Since he's had 26 years of industrial marketing to all major industrial markets in the U.S. and abroad, he's needed a long-focus. But there's probably no marketing man who knows as much about selling industrial, laboratory and electronic instruments and components as Steinkamp: his entire business career has been in the field. He began it as a graduate engineer from New York University. Then for 22 years he was with Brown Instrument Co. as industrial instrument salesman, district manager and general manager. After that he served as v-p and general sales manager of Beckman Instruments, Inc., Fullerton, Cal. Now he's helping his Missus pack up all the Steinkamp goods and chattels and trek across country. His new headquarters will be in Newark, territory he remembers from his youth. But his three kids have become "Native" Californians, find it strange to think of themselves as "Easteners." Weston is a subsidiary of Daystrom, Inc.



"Increase Those Sales 25%!"

Thomas Owen McCullough, who's the new general sales manager for the Corrulux Division, L-O-F Glass Fibers Co., Houston, swears he'd rather work than play. He hardly paled when his company—which he's just joined—told him, "Your first assignment is simple—increase sales 25% next year." At 52 Tom McCullough shows no signs of slowing down his characteristic driving pace. A born horse-trader, his first job out of school was at the other end of sales—the buying end. He was in a purchasing department. "Learned a lot about the good and bad methods of selling from that desk," he says. His current job presents the sort of challenge he always picks up. Corrulux makes glass fiber-reinforced structural panels (that's an example in his office) for awnings, canopies, patio covers. It's a comparatively untapped market, with the trend to outdoor living. Before he joined Corrulux he had spent six years as gsm for Gerity-Michigan Corp., makers of the Dishmaster. Tom's sales hand helped put the product over. Before that he'd been a radio executive for 25 years.



Viscose Adopts Single Brand Name, Launches Drive for Consumer Identity

Down the drain: "Tufton," "Avco-set," "Tricale," for rayon and acetate products, "Sylvania" for cellophane. Now the "Avisco" label goes on everything. Objective: "To ease the sales job, to lift advertising productivity."

An interview by Alice B. Ecke with
HARRY L. DALTON • Vice-Chairman of the Board
American Viscose Corp.

American Viscose Corp., producer of rayon, acetate filaments and cellophane, will spend \$1,500,000 from now until the first of the year to launch a bold new advertising program to promote its trademark, Avisco, to the public. And this will be followed by a substantially increased 1956 budget to permit an even broader advertising coverage to develop effective ways to make the sales job easier in all its markets.

"From now on we will advertise and sell all our products under one name—Avisco," Harry L. Dalton, vice-chairman of the board, says, "a name that will symbolize quality merchandise wherever it appears."

Withdrawing from the scene are four names: Tufton in carpeting, Avco-set in washable rayon fabrics, Tricale in sheets, Sylvania in cellophane. All, under the new program, become Avisco products.

"We are not setting up new standards," Dalton explains. "We are supporting standards already established in the industry, particularly in apparel. In the home furnishings industry there are no set standards. So in the carpet industry we have worked with manufacturers to set them up. We adopted quality product standards already developed by qualified authorities, and we will do the same for end products such as sheets, draperies, upholstery fabrics, bedspreads, etc."

For a number of years American Viscose has taken the lead in developing satisfactory standards for end products made of rayon and acetate. "However," says Dalton, "we were not satisfied with that good beginning . . .

"We had a problem to solve

before we could take our rightful place in the consumer field. Different names for each of our products made it virtually impossible to establish any one of them forcefully with the public—our salesmen's customers. We had to make our sales job easier, and our advertising dollars work more productively. To do this we decided to

concentrate on a single name that would quickly symbolize quality in any merchandise with which it was identified.

"When American Viscose was established in 1910, it made only one product: the fiber later called 'rayon.' Since then we have expanded into other fields, including acetate, cellophane, textile chemicals, elastic yarns, vinyl resin fibers, etc. As these products appeared, each with its own name, the identity of the company making them faded farther and farther into the background.

"The trademark Avisco was adopted in 1947 but, like a well-behaved child at a dinner party, it didn't talk very loud. It became well known to the trade for the merchandise it represented, but the average consumer was not familiar with it.

"Today American Viscose is among the 100 leading corporations in the United States. It is the largest American rayon producer and the second largest manufacturer of cellophane. The corporation's sales and earnings improved substantially during the first six months of 1955 over the corresponding period of 1954. Net sales increased \$26,423,000 while net earnings were \$8,693,000 greater.

"Because we do not sell directly to the consumer, most of the previous advertising was directed to the trade, the people who use Avisco material.

"Now, however, our management believes it is time to talk more directly to the public about Avisco and the variety of quality products it stands for. With the many new synthetics on the market, the consumer is often bewildered, confused. While research has been developing better rayon, better acetate, the buying public has heard nothing about these wonderful new 'miracle fibers.'

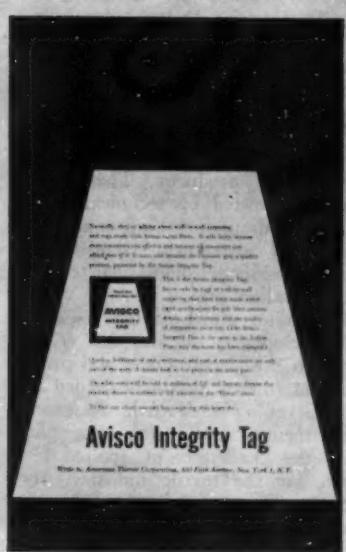
**The Selling Vice-Chairman
Of American Viscose**



HARRY L. DALTON made his way up through Sales. After receiving an A.B. degree from Duke University and taking up graduate work at New York University and the College of Technology, Manchester, England, he went to American Viscose in 1925 as salesman in the Charlotte, N.C., district office. He was promoted to district manager in 1928. In 1946 he was elected a member of the board of directors, and in 1948 was made vice-president and director of sales and public relations. Last July he was elected vice-chairman of the board.

*Manufacturers and retailers
have AVISCO in mind
when they say:*

**"Isn't it great
to sell rayon
carpeting
you have real
confidence in?"**



AVISCO ADVERTISING, such as this business paper spread, features this distinctive shape which is currently used on all American Viscose products.

"Rayon and acetate have unique advantages of their own. No fiber dyes so well as rayon, which takes on a brilliance and beauty that cannot be achieved without it. Acetate and rayon are absorbent fibers, overcoming an uncomfortable clammy and slippery feeling. Moreover, our fibers are unique in that they lend drapability and luxury of hand to fabrics.

"Unfortunately, these are benefits the consumer doesn't presently know about. American Viscose intends to do something about that."

The "doing something about that" for the balance of 1955 and throughout 1956 will include:

A unified advertising program with one theme to build confidence, public preference for products that bear the Avisco name.

A sales promotional program covering all products made of Avisco materials—direct sales aids to manufacturers and retailers and informative booklets for consumer use.

An Avisco Integrity Tag that will be backed by widespread advertising in influential media.

A sales organization completely equipped to provide information about the Avisco Integrity Plan; advise manufacturers and retailers in the use of sales aids and display material, store demonstrations; direct retail sales training courses; suggest new techniques in merchandising national advertising.

Advertising, through N. W. Ayer & Son, Inc., will include both television and national publications.

Development Department, and garments made from them will be identified by medallion tags.

Fifty-three business magazines will be used in order to advertise to the trade.

Avisco cellophane will be promoted in *Business Week* and *Fortune* and in the publications covering the large cellophane market.

How the national advertising will be merchandised: *The Saturday Evening Post* will merchandise its Avisco advertising through its Retail Merchandising Division. Primary emphasis will be on Avisco washable fabrics.

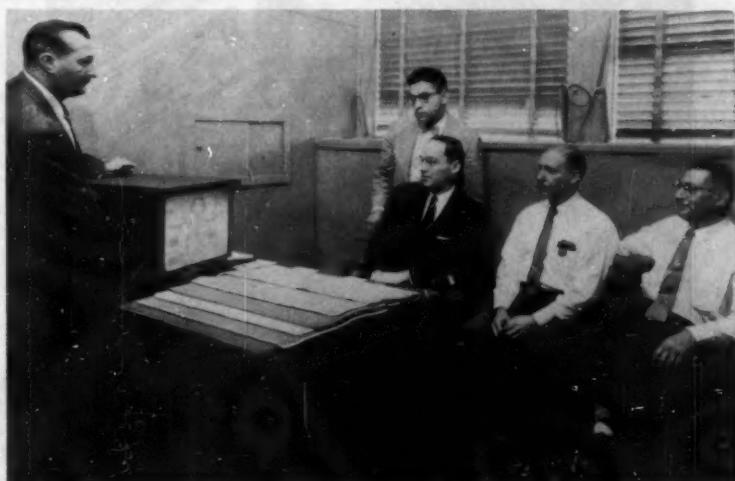
The *Post* will also arrange for its field force to call on 400 key retailers, armed with merchandising material supplied by the *Post*, Avisco and the cutters and manufacturers concerned. The *Post* mailed a copy of its October 3 issue with a letter to all Avisco executives and salesmen, to manufacturer and cutter executives and salesmen, and to retail buyers. Reprints of advertisements will be mailed with a letter to all of the above named executives, salesmen and retail buyers.

A merchandising kit will be designed by the *Post*. This will be mailed to Avisco executives and salesmen, manufacturer executives and salesmen, important retail buyers and merchandising executives, and to a list of leading soft goods manufacturers and distributors. In addition, there will be retail mailings telling how to promote and merchandise the advertised fabrics. An explanation of the Avisco Integrity Tag will be included in special mailings to retail buyers.

Springboard for the campaign was set up August 18 when Avisco appeared in the Arlene Francis "Home" show over NBC-TV Network. The schedule will be on an every week basis, with 15 commercials for the balance of the year.

Full-page, color advertisements will be run in *Life* and *The Saturday Evening Post*.

For the promotion of Avisco Original Fabrics, color advertisements will be used in *Harper's Bazaar* and *Vogue*. These fabrics will be specially created by American Viscose Fabric



MACY BUYERS and salesmen are shown Avisco promotion film on floor covering. It is part of NBC-TV's merchandising program for American Viscose.

The Avisco Integrity Tag provides for identification to be carried through to the consumer. To use the Avisco name and the Avisco Integrity Tag, manufacturers will be required to certify that their products meet specified standards.

"According to the dictionary," Dalton points out, "the word 'integrity' means 'Uprightness of character; soundness.' The new Avisco Integrity Tag will symbolize these characteristics. There is a challenge in this for all of us to do our part to assure that Avisco products are quality products."

The Avisco sales organization is well trained to see that the Avisco Integrity Plan is held to in every detail. One hundred and fifty salesmen have been armed with ideas for the use of sales aids, store demonstrations, display material and for merchandising national advertising.

There are three major sales divisions: Film Division which includes cellophane, cellulose bands and meat casings; Rayon Division which includes staple, textile filament yarn and tire yarn; Acetate Division which handles filament yarns.

Division heads are directly responsible for sales. Dalton, vice-chairman of the board, has over-all responsibility in the sales area. The corporation's Research and Development Division is an important part of Sales. Separate research sections have been established for each of the corporation's products. These sections are assisted by technical service organizations including analytical and special instrument laboratories, machine and model shops, fiber testing and evaluation groups.

The major effort of the research and development organization is directed to existing products and processes and to new products needed in the market. The Textile Research Department's staff, for example, meets the challenges of applied research for the textile industry. Its studies are extensive in the fields of new methods, new machinery, new fibers and fabrics. Sales service and technical assistance to customers are important functions. Avisco salesmen are kept informed on all developments and are schooled in rendering technical advice and assistance to users of rayon and acetate fibers. The de-

partment seeks new equipment useful to customers and, in cooperation with manufacturers, new textile machines are thoroughly tested. This serves two purposes: The technical staff becomes familiar with the new developments and customers have an opportunity to see new machines in operation.

Major target for the Avisco Integrity Plan for the balance of the year will be the carpet industry.

"Great changes have taken place in recent years in the carpet industry," Dalton points out. "This is the result of the development of man-made fibers especially designed for use in carpets. Chief among them is rayon. Today over 60% of all carpets, woven and tufted, include rayon.

"To protect the integrity of the rayon carpet, a quality code for the identification and merchandising of good rayon carpets was established with the approval of manufacturers."

Under the Integrity Code, carpets made from American Viscose engineered carpet fibers are tested for conformance to these standards: pile fiber content; pile weight and density; color fastness; backing and bonding materials used.

The Integrity Code, Dalton explains, will:

1. Assist the manufacturers by protecting the new, broader market for good-quality, low-cost soft floor coverings.
2. Aid carpet retailers by building confidence and sales volume in these good carpets.
3. Help consumers by removing doubts as to carpet value, providing assurance as to the unseen qualities in carpets—making it easier to buy intelligently.

Maintains Label Control

The Avisco Integrity Tag for carpets provides for identification to be carried through to the consumer. This is done either by the manufacturer on his own label or on separate labels provided by American Viscose Corp. But in all cases American Viscose maintains close control of labeling to make sure that identification appears only on fully qualified carpets.

Carpets submitted to American Viscose are tested by an independent laboratory against the established requirements. When American Viscose receives a satisfactory test report, a certificate is issued to the manufacturer, stating that the construction is qualified to bear the Avisco Integrity Tag. Check tests are made to determine continued compliance. A monthly list is sent to carpet retailers,



SOMETHING NEW in publication advertising is the "Slipvision" technique recently employed by General Electric in "Aviation Week." The ad, dealing with G-E's aircraft instruments, features a "pull-out" tab which permits the reader to move exterior pictures of three G-E instruments and copy to expose interior cutaways and different copy.



How to reduce guesswork in advertising

The reduction of guesswork starts with a painstaking analysis of the advertiser's sales experience. But there are definite limits here. Call reports, or the salesmen's theories as to why some people buy and others don't, can be misleading.

Confusing, anyway. Surely you've sat in sales meetings where each man expressed a different, but equally positive idea of the *one best sales approach*!

Today there is a new and inexpensive way to sharpen the common denominators of your best sales approaches as they apply to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get a client's potential customers to talk about things they normally wouldn't tell his salesmen. It goes beyond the scope of most "depth interviewing" in that every one of our investigators has had considerable sales experience. Thus you are well assured that the work we do for you will be handled tactfully and with genuine "sales sense."

And the chances are very good that their experienced sales perception will help you crystallize the conditions to be met in each field; will materially reduce the guesswork that hampers advertising effectiveness.

Sometimes, naturally, this work is of a highly confidential nature. But there are many cases we can tell you about, if you'd like to hear how other companies have used Hopper Company Sales Investigations to get "Ditch-Digging Advertising That Sells by Helping People Buy."

The Schuyler Hopper Co., Market Research, Sales Promotion, Advertising, Twelve East Forty-first Street, New York 17, N. Y., LE 2-3135

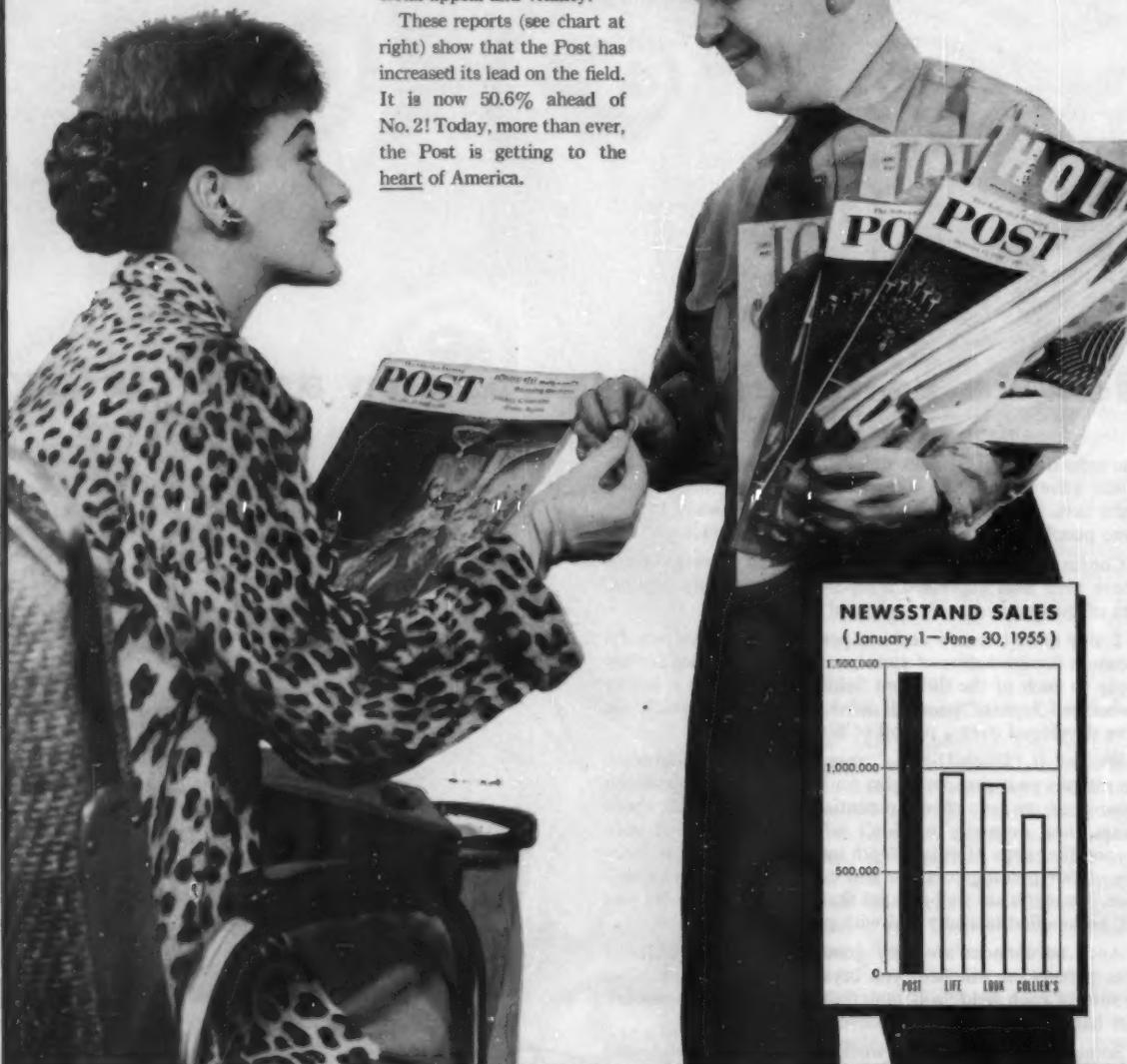
Have you seen the latest ABC report on newsstand sales?

The ABC reports on general weekly magazines for the first 6 months of 1955 were published recently. Did you read yours carefully before you filed them?

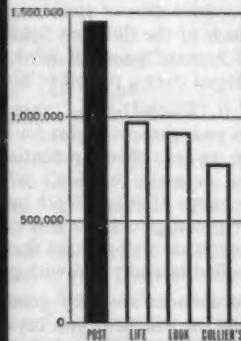
They contain the kind of objective information on

magazines that you don't often see in a publisher's presentation. They show *actual copies sold*, not estimated number of readers. And their figures on newsstand sales, in particular, are an unerring measure of magazines' editorial appeal and vitality.

These reports (see chart at right) show that the Post has increased its lead on the field. It is now 50.6% ahead of No. 2! Today, more than ever, the Post is getting to the heart of America.



NEWSSTAND SALES
(January 1—June 30, 1955)



America reads the Post



"Happy Chandler as President? He's come closer than you think!"

—says KEVIN KENNEDY,
V. P. and Acct. Exec.,
Kenyon & Eckhardt, N. Y.

"Happy" claims he was robbed of the vice-presidency in '44. Remember what that meant to Truman in '45? Then, for ten years, he was a dead duck, politically. Now he's got the Democratic nod for governor of Kentucky and he's eyeing the White House again. You may think he's just a backslapper, but he's a man to watch!"

You'll find the whole story in "Happy Chandler Rides Again" by Robert L. Riggs in this week's Post.

The Saturday Evening Post
October 15, 1955 \$2.50
HOWARD KEEL Happy Chandler's
"Bouncing Boyfriend"
Happy Chandler Rides Again

In all, 10 articles, 4 short stories, 2 serials
and many special features in the Oct.
15 issue of The Saturday Evening Post.

indicating which carpets are qualified to be identified as Avisco.

The Avisco Integrity Tag for carpeting has already been introduced via the pages of *Life* and *The Saturday Evening Post* and over the NBC-TV Network "Home" show.

"In the year and a half of its existence," according to Murray Heilweil, merchandising manager for NBC-TV Network programs, "the 'Home' show has proved to be a major vehicle in gaining consumer acceptance and confidence. Indeed, this television show, according to a recently completed consumer survey, ran second only to a long-established women's service magazine as a source of helpful information to the consumer. For that reason 'Home' is an ideal choice for American Viscose to launch the Avisco Integrity Plan for carpets and other home furnishings."

A merchandising program to promote the Avisco advertising campaign for retailers throughout the country was started by NBC in mid-August. By the end of October, 350 key home furnishings retailers in major marketing areas will have been personally called on by NBC's merchandising representatives.

Merchandising Film

To explain the merchandising potential of the Avisco-Home-tieup to retailers, NBC representatives showed a specially produced merchandising kinescope on a portable rear-screen projector. Dalton introduced the film, explaining how the Avisco program and Arlene Francis and Hugh Downs "Home" show is being used as a member of the Avisco sales team for the two million TV set owners who view "Home" over 97 stations of the NBC-TV Network. In addition to showing the film, NBC representatives carried with them various promotional aids and consumer booklets which retailers may use for their own store promotions of the Avisco- "Home" campaign.

According to Heilweil, the kind of extensive merchandising NBC is doing for Avisco has proved to be very successful. "Advertisers are pleased," he says, "with the thoroughness of NBC's job; 'Home' has gained increasing advertising participation, and local retailers who have tied in with such 'Home'-inspired promotions as the Christmas Festival and Father's Day at Home have found their participation pays off with a healthy jingle of cash registers. It is a big campaign and one which alert retailers can join up with to build

traffic and arouse consumer awareness of and confidence in soft floor coverings and home furnishings which wear the Avisco Integrity Tag."

To merchandise the Integrity Tag advertising program for carpet manufacturers, Avisco is working with NBC, scheduling business magazine advertising, initiating a publicity program built around development of public interest in the brand name Avisco. Reprints of advertisements and publicity are circulated not only to home furnishings stores and retail carpet stores, but to 34 carpet and rug manufacturers who are presently members of the Avisco Integrity Plan.

Information and Aids

Avisco sales representatives call on leading retailers to provide them with information about the Integrity Plan and instruct them in the use of promotional aids such as the kinescope of the NBC-TV "Home" show for consumers; training programs for retail salesmen; counter cards; display units; reprints of advertisements; advertising mats for local advertising, and informative booklets for sales training and consumer use.

In many of the Avisco consumer advertisements leading retail stores stocking Avisco products will be listed.

"Of corollary importance in putting the over-all program over," Dalton concludes, "is our determination to make the Integrity Tag available only to those end products made by manufacturers who meet established standards for quality in their respective fields.

"In building Avisco as a symbol of quality, we will be doing something more than just creating consumer confidence. We will be creating new demand—demand for product features the public previously did not know about. This means more sales—more profit for all of us.

"One of the main reasons we are so confident about our new program is the caliber of salesmen we will develop—not only on the part of American Viscose but on the part of the retailer, the end-product manufacturer, the converter and the fabric mill.

"We will increase our 1956 advertising budget to broaden advertising and sales promotion coverage, developing new ways of promoting sales. As the program progresses the Avisco Integrity Plan will include end products such as sheets, draperies, upholstery fabrics, bedspreads, linens and domestics, carpets and apparel, particularly with regard to washable rayon fabrics."

The End

Busy people agree—

**Never before has it been so important
to know the ESSE**



Few magazines take on the important task of digging into and coming up with the *essential* news each week, original news that can be *useful* to people in their personal and business planning.

Few can, because it is a job requiring particular "know-how."

Those that succeed are rewarded with a deep and intensive reader interest. The outstanding example is "U.S.NEWS & WORLD REPORT." Its sense of perspective and seasoned ability to report, interpret and forecast the news that is *essential* and *useful* have won the deep interest and confidence of more than 725,000 people in business, industry, government, and the professions.

Circulation growth is one measure of this reader acceptance. "U.S.NEWS & WORLD REPORT" has doubled its circulation in only six years, the biggest growth in the field.

It is an *essential* magazine.

It is *essential* to the reader.

It is *essential* to the advertiser.

America's Class News Magazine

**portant and so useful to so many
ENTIALS in the news**

ENTIAL

Three out of four subscribers hold high-income managerial jobs. Together, they comprise a market of *essential* people, *essential* to the sales and growth of any business. That's only one of many reasons why "U.S.NEWS & WORLD REPORT" is so *essential* to advertisers.

Advertising growth in recent years has been the biggest in the field. For the first half of 1955 "U.S.NEWS & WORLD REPORT" scored the biggest page gains of *all* magazines.

... voted "the magazine most useful to me in my work" and "the magazine in which I place the most confidence" in poll after poll of America's leaders. Their reading preferences typify those of all people with jobs that call for wise planning (and spending).



An essential magazine
with now more than **725,000**
net paid . . . a market not duplicated
by any other magazine in the field

Advertising offices:
30 Rockefeller Plaza, New York 20,
N. Y.; also in Boston, Philadelphia,
Cleveland, Detroit, Chicago,
St. Louis, San Francisco, Los Angeles,
and Washington, D. C.



ELEVEN TRAILERS like this were set up to sell Ero seat covers in Sears parking lots across the country. Heavy advertising and promotion preceded their arrival. Ero provided driver and equipped trailer, Sears manned it.

Meeting the Customer Halfway

By setting up shop in Sears parking lots, Ero Manufacturing Co. increased sales of its auto seat covers 50%. Every parking shopper was a prospect, who couldn't help but see (and hear) one of Ero's display and sales trailers.

In the midst of declining sales in the automobile seat cover business, one major manufacturer has registered a sharp increase this year—much of it attributable to an unusual promotional program.

Program premise: If the customer won't come to your store, then take your store to him. The Ero Manufacturing Co., Chicago, put its "store" on wheels and set up shop where seat cover customers are most likely to be—on the parking lot. In cooperation with Sears, Roebuck & Co., Ero devised a fleet of 11 specially designed trailers to display and sell seat covers on Sears parking lots around the country.

The brightly festooned trailers, equipped with banners and loudspeakers, broke all previous seat cover sales records at Sears stores and resulted in a 50% increase in gross sales for Ero during the past year.

Idea for the caravan was inspired by an old Dun & Bradstreet lithograph hanging in the office of Howard F. Leopold, president of Ero. It shows an old-fashioned peddler standing beside a horse-drawn wagon bulging with merchandise. Underneath is the legend, "You can't do business from an empty wagon." Ero's president applies both lessons taught by the

lithograph: He goes where the customers are and he always has a "full wagon." Each seat cover trailer carries 1,600 sets, permitting Sears to offer a wider-than-usual assortment of covers without increased inventory.

The caravan got its start in May 1954 when Leopold outfitted a watermelon trailer with seat covers and had it driven to the parking lot of the Sears store in Atlanta, Ga. More Atlantans bought seat covers in four days than during the previous four months!

Tests in other cities confirmed the Atlanta results. Even in cold, rainy weather, on normally "slow" days and in non-peak months such as November, the caravan sold more seat covers faster than they had ever been sold before. Three- and four-day stands brought results like these: 300% ahead in sets sold in Atlanta; 350% ahead in Buffalo; 275% ahead in Norfolk; and 500% ahead in Milwaukee.

In each case the arrival of the caravan was plugged by hard-hitting newspaper advertisements, and point-of-purchase posters and banners. Sears store managers hailed the caravan as the best promotion they'd ever had and many signed up a year in advance for return visits.

Sample reactions:

"It was terrific! I can also assure you that the after-effects have been very good. We are still selling covers as a result of this fine promotion." D. C. Seale, Portsmouth, Va.

"We sold hundreds of sets. In view of the fact that we were deluged with rain three days out of the week, we think this performance was outstanding. I firmly believe we can sell 1,600 in a week next year." E. T. Haimes, Buffalo, N. Y.

Ero's Leopold has devised numerous seat cover promotional programs with other types of retailers as well. "You don't always need a parking lot to conduct a successful sale of seat covers," he says. Ero's promotions are highlighted by a variety of dramatic point-of-purchase displays tailored carefully to fit the needs of the individual retailer.

The Ero company operates six plants—two in Chicago and one each in Crystal Lake, Ill., Los Angeles, Philadelphia and Hazelhurst, Ga. It also manufactures hassocks and metal tables and chairs.

Approximately 90% of Ero's total sales are made to large mail-order houses, chain stores, furniture and department stores and automobile supply houses.

The company formerly sold its automotive products directly through the Chicago office without salesmen. To reach new groups of purchasers, Ero engaged Ben G. Rattner, in 1954, as national sales manager. The sales office display rooms are located in Chicago's Merchandise Mart. An export department was also set up in 1954.

The End



The only captive audience
that counts is the one that's
captured by the sheer excellence
of your commercials.

YOUNG & RUBICAM, INC.

Advertising: New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • Mexico City • London

OCTOBER 15, 1955

14 out of 42



Five display placards fit this ten feet high pole for mass display on floor or gondola... helped sell cranberry sauce and associated items... Design by Philip Kaplan, for National Cranberry Association. Art by Jack Hines and Gus Schmidt
Honorable Mention—Floor Merchandisers



This eight foot tall display promotes related items in food stores, gets retailer good will... Design by Alexander Stauf and Tom Cahill, for Jackson Brewing Co. Photograph by George Greb
Honorable Mention—Floor Merchandisers



This display was used largely in golf pro shops, to get pre-publication subscriptions for "Sports Illustrated"... Design by Stuart Leech, for Time, Inc. Art by Ben Harris
Honorable Mention—Counter Merchandiser



Lithographed TV set, with vacuum formed plastic screen, flasher lighted, is a striking dealer display. Design by Leroy Hopkins, for Motorola, Inc. Photography by Kenneth Ferreta
Second Award—Motion Displays



The vacuum formed plastic horns get high attention, and build brand identity... Design by Russell Stone, for National Distillers Products Corp. Art by Jack Hines. Sculpture by Arthur Cerveny
Third Award—Combination Displays



Wraparound for a market cart makes a dramatic floor stand for Saran Wrap... Design by Stuart Leech and Ed Pacult. Photograph by George Greb
Third Award—Miscellaneous Displays



A series of placards and poles make possible a wide variety of displays for window, counter, wall... Design for F. & M. Schaefer Brewing Co. Photograph by George Greb
Honorable Mention—Multi-plane Display



The Rheingold snowman holds in his arms vacuum formed bottle and can, features new packages... Design for Liebmann Breweries, Inc. Photograph by Paul Hesse
Honorable Mention—End Cards

LNA Awards-

In the Lithographers National Association competition held last April in Chicago, fourteen awards of a possible forty-two in seven classifications went to Einson-Freeman... extraordinary recognition from advertisers and the lithographic industry.

And such comprehensive recognition is further evidence of the value of the selling ideas, sales sense, research, art, showmanship and fine reproduction that go into EF displays.

If you would like a private showing of our prize winners, and possibly some counsel on your own display problems, please let us know. Because all the abilities of Einson-Freeman are available to all our clients.



The vacuum formed vinyl frame sets off a superb photograph, makes a permanent sales help for jewelers
... Design by Stuart Leech.
Photograph by Lillian Bassman
First Award—Counter Merchandisers

Einson-Freeman Co., Inc.

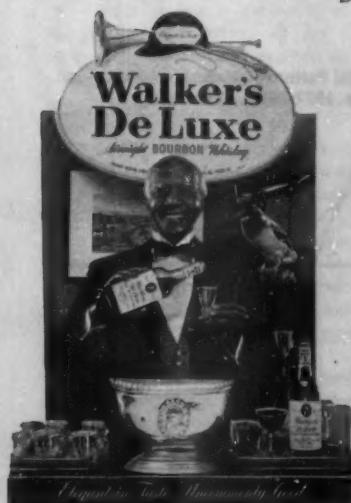
Starr & Borden Avenues,
Long Island City 1, New York



This flasher illuminated, vacuum formed plastic trademark serves as a floor stand, with product cases...
Devised by Brisacher, Wheeler & Staff,
for Van Camp Seafood Co.
Art by Robert Stephens
Sculpture by Cerveny
First Award—Floor Merchandiser



The vacuum formed figures make a trademark character stand out in a competitive field... Design by Russell B. Stone, for National Distillers Products Corp. Sculpture by Arthur Cerveny
Second Award—Combination Displays



Trademark character holds vacuum formed punch bowl, against hunt breakfast background
Design by Alexander Stauf, for Hiram Walker, Inc. Photograph by George Greb
Third Award—Multi-plane Displays



The lithographed roast revolves on the spit, as the amateur cooks toast their efforts... Design by Charles Noel, for National Distillers Products Corp. Art by Peter Stevens
Honorable Mention—Motion Displays



This display is notable for its fine photography and color, is printed in Spanish for Mexican born prospects... Design for Lone Star Brewing Company. Photograph by Tom Kelly
Honorable Mention—One-plane Displays

The Fallacy of Seasonal Advertising

BY BERNARD P. GALLAGHER
Publisher, *The Gallagher Report*

It happens all the time. In the fall, company executives sit down to work out advertising budgets. And in almost every session, the conversation gets around to advertising during the summer and in January.

"Well," says some otherwise astute executive, "we know July, August and January aren't very good months for advertising. We don't have to worry about those months. If we must trim, let's do it there."

Or in a company where management has agreed that there should be more for advertising, someone in the budget session suggests that the extra advertising go for fall, spring or early winter advertising. "There's not much sense in putting more money in advertising for July, August and January," he says. "They're poor months. Not very good times for selling our product."

Advertising and sales executives keep saying it. *But it just isn't so.* July, August, January are good months for advertising. Every month of the year is a good month to get your sales message across to your customers and prospects. Any national advertiser who hopes to build consistently higher sales records must accept the idea that his advertising must be consistent throughout the year.

Now is precisely the time for action. Make your recommendations for strong advertising schedules throughout twelve months of the year. If your budgets have been prepared, take pains now to go over them. Check them carefully for January. Have you once again given this month a foolish fast shuffle? If you have, it's the better part of wisdom to rectify that error.

There is no room for archaic thinking in planning advertising. There is no justification for clinging to outmoded concepts that went out of date with the horse and buggy. It is simply fallacious reasoning and bad judgement to trim back your selling power in three perfectly good selling months. This is especially true when these provable facts are at hand:

1. Consumer purchases are leveling off between seasons. They buy more consistently the year around.
2. Advertising on the other hand is becoming more seasonal.
3. During July, August and January, when most national advertisers trim back their advertising, retail sales are healthy.
4. Readership of general magazines, farm papers, business magazines and all other media during these months is high.

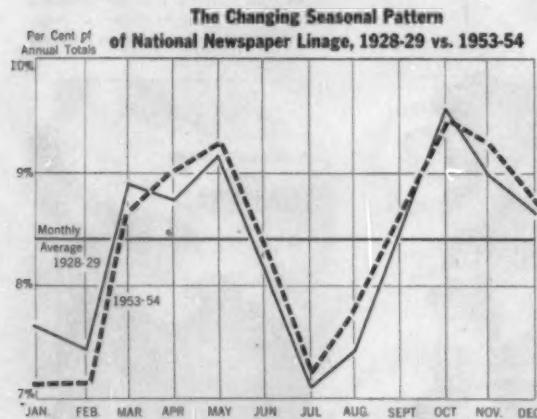
Add to this the knowledge that there are more people with more money and more jobs than ever before in the history of our country, and the case for advertising 12 months of the year is an open and shut one.

No one has yet proved that consumers stop eating and shed their clothes during July and August. On the contrary, a nation whose workers have 60 million weeks of paid vacations each year and who spend about \$2 billion on week-end trips alone represents a great mass of eaters of different kinds of foods and wearers of different kinds of apparel.

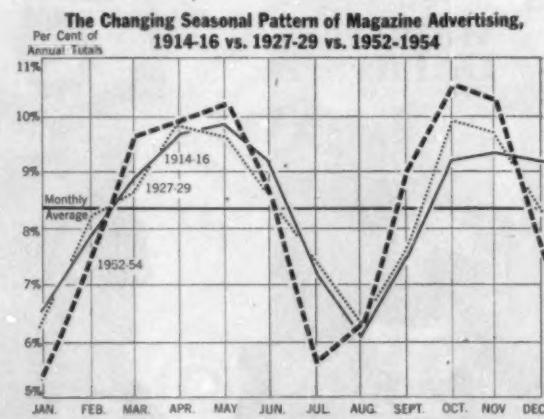
And that isn't all. Consumers don't limit their purchases to vacation items during the summer. They buy all kinds of products in increasing quantities. A *New York Herald Tribune* survey of apparel store sales in New York City during the fiscal first half of 1955 showed dollar sales up 4% over the corresponding six months of the previous year. Included in those six months is the so-called slow month of July.

All retail sales for July 1955 were 8.3% ahead of July 1954. This is a greater gain than the 6.9% increase for the first seven months of 1955 over the same period last year.

The U. S. Department of Com-



NEWSPAPER ADVERTISING is becoming slightly more seasonal as the years go by. More advertising is concentrated in the peak months, less in slack months. The spread between high and low used to be 5.7 percentage points; now it has increased to 6.6 points.



MAGAZINE ADVERTISING shows a greater seasonal spread than newspapers. This chart, which traces the pattern back to the First World War, indicates that the spread between high and low used to be 9 percentage points; now it stands at 14 points.

merce reports that in 1953 home furnishing stores across the country did 16.4% of their total sales during July and August. Grocery stores, hardware stores, appliance stores each did 17.1% of their total sales during those two months. Lumber and building supply dealers reaped 19% of their sales during that period. Nationwide retail sales reached \$15.4 billion in August of this year, according to the Department of Commerce. This is an increase of 9% above the same month of 1954. Retail sales in summer months keep going up. The Magazine Advertising Bureau finds that retail buying patterns are less seasonal today than they were eight or nine years ago.

Nor do consumers go into hibernation in January. Most families still serve three meals a day. The kids still need clothes for school. Dad uses plenty of equipment in his home workshop during the cold winter months. Mother has to keep the house going in January and she's just as apt to buy a new hat then as in September.

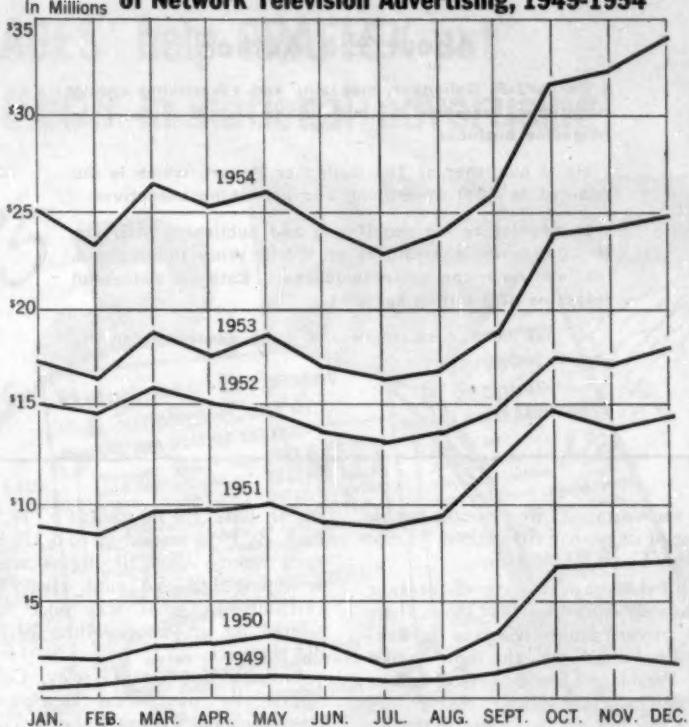
Good Living Not Seasonal

The continued high degree of national prosperity and a constantly rising standard of living are ever-present indications that the American people want and fully intend to live well 12 months of the year. They don't act the way seasonal advertisers think they do. The American consumer will buy your product whenever you have enough foresight and ingenuity to try to sell it to him. And you can sell him just as easily when he's under a beach umbrella as you can when he's sitting in his living room. Very often the American consumer will buy your product almost in spite of a misguided advertising program. But all signs point to more sales for you if your promotion program is well planned and you advertise and promote with consistency throughout the year.

Summer doldrums in television has become a handy phrase the business press has often tossed around with abandon. Yet after this past summer, all the experts are asking themselves —what doldrums?

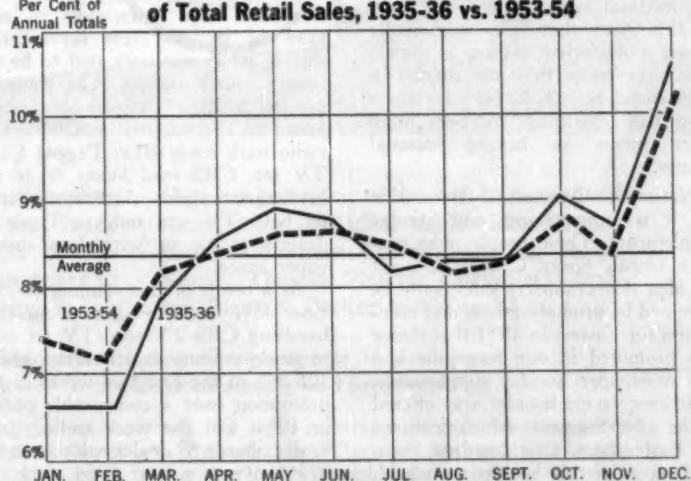
In June "The \$64,000 Question" was beamed at an audience that, according to the wiseacres, just wasn't there. Before the summer was out, the program had snared the top listening audience in the country. In July, at the height of the "slack" season, the show had built an estimated following of 47,560,000 viewers, an unprecedented number for that time of the year. The first week of August

The Changing Seasonal Pattern of Network Television Advertising, 1949-1954



NETWORK TELEVISION seems to be falling into the same seasonal pattern as radio, newspapers, and magazines. There is considerable variance in its month-to-month use by national advertisers. The lines on this chart represent actual billings, exclusive of talents, and despite the rapid growth of this media, seasonal slumps are clearly apparent.

The Changing Seasonal Pattern of Total Retail Sales, 1935-36 vs. 1953-54



THE OLDEST RETAIL SALES FIGURES are fairly recent (1935-1936), but a comparison of the curve these figures make with the curve of 1953-54 sales by month graphically shows that seasonal dips are getting shallower. In the earlier period there was a spread of 7.3 percentage points from high to low; currently, it has been reduced to 4.7 points.

About the Author

Bernard P. Gallagher, magazine and advertising agency negotiator, has spent the bulk of the past 25 years in the magazine business.

He is publisher of *The Gallagher Report*, which is distributed to 5,000 advertising and publishing executives.

In addition to his negotiating and publishing interests, Mr. Gallagher is president of World Wide Publications, Inc., and American Business Journals. Both are successful magazine field selling agencies.

He has been a salesman and sales executive for the past 25 years.

the show's ratings were almost double those of its nearest competitor, "Toast of the Town."

But if there was a pay-off for some lucky contestants on that show, there was an even bigger bonanza for Revlon Products Corp., the show's sponsor. President Charles Revson said at the height of the summer that grosses were the highest in Revlon's 24-year history. Sales of some Revlon products increased by as much as 50%.

Where was that sleeping, non-existent, non-buying summer consumer? He was there for "The \$64,000 Question!" He's there for you, too, if you make an effort to reach him and sell him.

We're not arguing the merits of one medium over another. The fact, in this case, that TV successfully mined a neglected market is merely a case in point that the market is there to begin with. Other advertisers have had sparkling successes with other media in licking seasonal slumps.

National Cranberry Association did it with magazines and Sunday supplements. These people, who produce Ocean Spray Cranberries, got the idea that cranberry sales could be increased by promoting ham and cranberries for Easter. In 1951 that theme was promoted in one magazine and two newspaper Sunday supplements. A 10-cent recipe booklet was offered in the advertisements which featured the Easter ham. One hundred thousand copies of that booklet were sold. In 1951 NCA sold 4,519,296 cans of Ocean Spray during the Easter season. The company has continued its ham and cranberry promotion over the years. Sales of Ocean Spray during the Easter season kept going

up. In 1952, the figure was 5,744,544 cans. By 1953 it went up to 8,135,808 cans and in 1954 the figure was a whopping 9,662,520 cans. Heavy advertising, in what was once considered an off-season selling period, did the trick.

Greeley Gas Co., Greeley, Colo., successfully used local newspapers this summer to sell gas heat. The company sold customer benefits (leave the pilot light on all summer and your gas heater will work better, last longer) and whipped up business for service calls (summer is a good time to call the Greeley service man for a check on your heater's condition).

Or consider the case of CBS Columbia which used a combination of business magazines, radio, television and local newspapers to send sales of its TV sets skyrocketing during what was once said to be the slow summer months. The company created a Blue Tag double feature premium. It offered a CBS clock radio with every Blue Tagged CBS-TV set. CBS used heavy trade advertisements, plus Arthur Godfrey, on both TV and radio and got its dealers to tie in with local newspaper space.

As a result of this summer promotion, 45% more retailers wound up handling CBS-TV sets. TV set sales to dealers from distributors jumped 178.5% in the first two weeks of the promotion over a comparable period in 1954. For the week ending July 8, distributor to dealer sales went up 211% over a similar 1954 week.

The selection of a particular medium for the right selling job is much more important than the time of year you schedule your advertisements. People watch TV, listen to the radio, read magazines, news-

papers, business papers and farm papers all year long. There are some slight seasonal variations, but there is nowhere near the drop-off in readers or viewers and listeners during July, August and January that most advertisers would have you believe. If you judged by the way national advertisers cut their advertising in most media during those months, you'd have to conclude that nobody's reading or TV-watching.

An examination of a seasonal pattern of national advertising over the past three years shows a drop-off of advertising of about 20% during July and August and 18% during January. That's the pattern in six media—magazines, network TV, network radio, newspapers, business publications. Yet available studies and checks indicate that readership and listenership during these months is relatively high. By no stretch of the imagination does existing evidence justify a 20% drop in advertising during the summer.

TV, "The \$64,000 Question" clearly shows the potential for this medium in the summer months. An audience of more than 47,000,000 certainly suggests the possibility of increasing advertising schedules during the hot months rather than decreasing them.

Magazines. *The New Yorker* proved that people do read magazines in the summer. Month-to-month A.B.C. circulations for a year of *Collier's*, *Life*, *The Saturday Evening Post*, *Time*, *Good Housekeeping*, *Ladies' Home Journal*, *McCall's* and *Woman's Home Companion* were examined. During July and August, it was learned, the average circulation per issue of these magazines totaled 61,323,640 copies. That was 30,661,820 copies per month, and it was only 1.1% below their entire-year average of 31,002,581 copies per month.

Radio. The level of homes using radios this past July was a whopping 6,900,000, according to A. C. Nielsen Co. This is not much lower than the peak figure of last December which was 7,800,000. Certainly it's not low enough to justify the bulk of trimmed radio budgets for the summer months. During last October and November the top-ranking radio show reached 2,800,000 homes. This July and August the top radio show reached almost 2,000,000 homes. And bear in mind the great number of car radios in use during the summer. Over any given week end at any given hour there are as many as 3,000,000 or 4,000,000 car radios in use.

'YELLOW PAGES' help GRAFLEX put LOCAL SALES PUNCH in national advertising!

WITH THE NEW

Graphic® 35

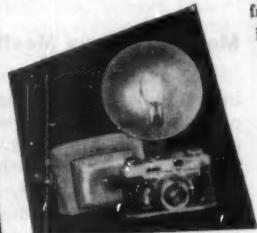
AND EXCLUSIVE

PUSH-BUTTON FOCUSING

Pick up the Graphic 35, and you discover... Every control and adjustment is at your fingertips... full color slides or black and white... Spectramatic Flash Settings... take pictures like the experts... it's all there.

Lehman 1-1655
AT&T 1-2727
Schenly 1-3355
AT&T 1-2727
Schenly 1-7000
AT&T 1-2727
Schenly 1-0440
Dealers 1-1136
2-2300

ONLY \$89



GRAFLEX® Prize-Winning Camera

GRAFLEX, INC., ROCHESTER 8, N.Y.

Photographic Equipment & Supplies-(Cont'd)

GRAFLEX AND GRAPHIC CAMERAS

Pacemaker®, Crown®, and Speed Graphic®, Century®, Graphic, Graflex®, Ciroflex®, Cine 35 and Graphic 16mm View Cameras. ("Reg. U.S. Pat. Off.) Favorite of pros, professional and experienced photographers selected by 60 years of camera craftsmanship.

"WHERE TO BUY THEM"

Folger 1-4219
B Koch - Owner
912 Federal
Hite's Camera Shop NorthSideMkt-Fairlx 1-4219
LIBERTY PHOTO SUPPLY
Maxim's Photo Shop 811 E Ohio 4-CE-4444
PENN KAMERA 643 Smithfield
WOLK'S KAMERA EXCHANGE 436 Wood-Grant 1-4444
Complete Line - Graflex - Graflex 308 Diamond
PHOTO SUPPLY

Graphic Eq. Supplies-(C)

MOVIE EQUIPMENT
Buy it used... well-known for dependable service. 8mm and 16mm cameras, projectors. See the new 16mm Sound Projector for home, school.

"WHERE TO BUY IT"
DEALERS

Hite's Camera Shop NorthSideMkt FA

Maxim's Photo Shop Mt. Lebanon

GRAFLEX — like so many other leading advertisers of branded products—uses Trade Mark Service in the 'Yellow Pages' of telephone directories. They do it in order to localize their nation-wide advertising.

Here are just a few of the well-known advertisers using this ideal dealer identification plan: Aluminum Co. of America, Exide, Kentile, General Electric, Chevrolet, Chrysler, Black & Decker and Allied Van Lines.

Does your advertising make it easy for prospects to find your local dealers? Here's how it can be done simply and inexpensively.

1 Use Trade Mark Service in the 'Yellow Pages.' Your dealers' names, addresses and telephone numbers will be listed under your trade-mark in directories covering your markets.

2 Use tie-in references in your advertising like Graflex does. Then, prospects need only look in the 'Yellow Pages' of their telephone directory to find the dealer near them.



A trained representative is ready to tell you more about Trade Mark Service and to recommend a custom-made plan designed to fit your distribution setup. Just call the Bell Telephone Business Office.



what is a

CUSTOMERS' LIST BROKER?

- ✓ The broker that puts customer returns before his own profit — one that would rather lose the order than see a client make a wrong list selection.
- ✓ The broker who continually combs the market for lists to fit the client's products and fields of interest.
- ✓ The broker who has had experience on "both sides of the desk" — and understands the list problems and needs of the client.
- ✓ The broker that isn't finished once the order is placed — but follows through until it is delivered.
- ✓ The broker who knows-by-doing testing, production, and mailing operations — and freely passes on this knowledge when requested.
- ✓ The broker whose client is always King — whether he is list buyer or list owner.
- ✓ The broker who gives the buyer of small lists the same service he does the buyer of millions.

If you are looking for a broker who will treat your list requirements with competence and professional know-how, call the CUSTOMERS' list broker.

MURRAY HILL 7-4158
planned circulation
19 west 44 street
new york 36, n. y.

Newspapers. The Bureau of Advertising check circulation of member publishers who publish 654 weekday and 236 Sunday newspapers. They make up 62.6% of all U. S. weekday circulation and 67.8% of Sunday circulation. Over a three-year period, from 1952-1954, it was found that there was only a 2/10 of 1% difference between the high month and low month of circulation of weekday papers. The difference between the high and low months in Sunday circulation was 4/10 of 1%. On the basis of this, it's pretty safe to conclude that there is no seasonal variation in weekday and Sunday papers. Readership is constant with almost as many readers in July and August as during other months of the year.

Business publications. McGraw-Hill comes up with some interesting information which explodes the fallacy that people don't read business publications in the summer or in January. A Starch survey of 1,085 advertisements in 13 issues of *Business Week* in 1949 and 1950 showed good readership in summer and winter. A two-year record of reader-service response on *Power* showed that summer and winter months compare favorably with other seasons. A two-year inquiry record of one advertiser using 10 publications showed no evidence of seasonal slump. A check of advertisements in *Power* for six years from 1947-1952 showed no evidence in reader traffic scores of seasonal highs and lows.

Farm publications. A study of national, regional and state farm publications by D. R. Collins, vice-president, Marsteller, Rickard, Gebhardt and Reed, Inc., Chicago, indicates little loss in readership in the summer months. A few cases in point: A check of requests for booklets and leaflets offered in the editorial columns of a national farm publication in 1953 showed requests in June and July about 1% or 2% below February, March and September. However, requests in August were at least 4% higher than February, March, September and December. Another national farm publication reported on advertising readership based on Starch Reports and man readers per dollar for a full 12-month period. Five classifications were checked: (1) building materials; (2) machinery, metals, industrials; (3) automotive—cars and trucks; (4) automotive—gas, tires and accessories; (5) miscellaneous.

Results on read-most category

showed good performance during summer. Building materials ads got their highest readership in July with low in April, August and October. Machinery ads got top readership in February and December; low months in April and October. Car and truck ads showed up best in February and March; readership in August, September and October was above the April low. Gas, tire and accessory ads reached peak readership in December, February and July; low in May, August and October. For miscellaneous, January, September and March were the highest readership months; low points were in August and May. The performances here show a good distribution of readership throughout the year.

Against this evidence of sustained readership and listenership in national media is the pitiful performance over the years of a drop-off in advertising in most media by national advertisers. And the worrisome thing is that in many quarters the trend continues today.

More for Heavy Months

The Magazine Advertising Bureau in its study, "The Changing Seasons of Business and Advertising," shows clearly what's happening. In 1914-1916 magazine advertising in the three high months (May, October, November,) represented 28.7% of the annual totals. By the end of the twenties, advertising had become even more concentrated in those months. It went up to 29.4%. In the last three years advertising appearing in the three heaviest months went still higher—31.1%.

But look what's happened to advertising volume in the three low months (January, July, August) in those same periods. In 1914-1916 it accounted for 19.7% of the total. The proportion was about the same in 1927-1929. But it dropped sharply to only 17.1% during the last three years. Concludes the MAB: Magazine advertising has become more seasonal.

The pattern holds up in national newspaper lineage, too. MAB points out that in 1928-1929 the three biggest months (May, October and November) carried 27.6% of the total lineage. In 1953-1954 the proportion increased to 27.9%. In the earlier years, the three low months accounted for 21.9% of total newspaper lineage. During the last two years, the three months with the lowest lineage (January, February, July) accounted for only 21.3% of the total. Whereas the spread between high and low used to be 5.7 percentage points,

it now has increased to 6.6 points.

In network TV the same inequities are even more apparent. Gross time billing for 1949-1954 indicates that this medium is rapidly falling into the same pattern of seasonal variation in its use by national advertisers. The drop-off is noticeable in the summer months. Over the years radio, with its 13-week summer hiatus, apparently set the unfortunate pattern for TV.

National advertisers can learn a lesson from their retail outlets. Retailers are more consistent in their advertising than are the national advertisers. They advertise strongly in local media even while the manufacturers cut back in national media.

National advertisers and their agencies should pay closer attention to the advertising patterns of their outlets. Retailers are on top of their market every day of the year. They virtually feel the pulse of their consumers every hour of the day their stores are open. Most retailers know from experience that they must advertise consistently every month of the year if they're to attract heavy traffic to their counters. Retailers have learned that consumers react to advertising. They buy when merchandise is properly promoted. Certainly if the retailers know all this, the manufacturers should too. More important, knowing it, the manufacturers should make their advertising and selling messages consistent with the buying patterns of today's consumers.

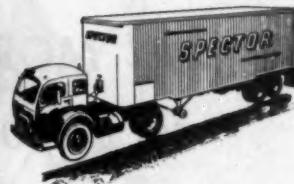
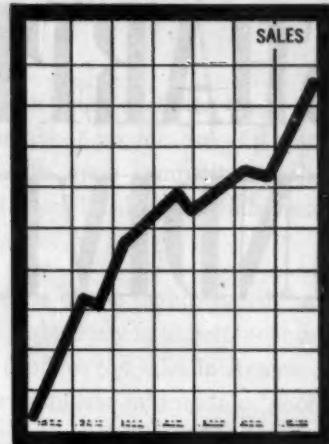
What About January?

When special January retail selling events are in full bloom, will your national advertising be barren? Retailers this January are expected to run more lavish and more extensive sales than ever before. Make sure that your products will benefit from that extra traffic in retail stores all over the country this January. You can only insure that and protect your franchise at the point-of-sale by scheduling your national advertising to coincide with these selling events and with the buying moods of the consumer. Remember that your sales dollar in January is just as valuable to you as it is in December.

One can't help but observe that the national manufacturer, with his disjointed advertising planning, is way behind both the consumer and the retailer. Retailers plan their sales and their promotional events in a concerted move to anticipate consumers' plans, their wants, their desires. Sorry to say, very few manufacturers display the same kind of wisdom.

When retailers want to sell sum-

is your
sales effort
as productive
as it could be



SPECTOR
Customized
FREIGHT
TRANSPORTATION SERVICE

provides fast,
cost-controlled
distribution to
more than 5000
markets in 37 states

Perhaps it's never occurred to you, but transportation is one of the most important aspects of your selling effort. Rich new markets . . . sales-controlled inventories . . . lowered warehousing costs . . . and, above all, fast customer service are available to the sales manager who appreciates this fact and is willing to invest the time to do something about it.

Consult with your traffic manager or your nearest Spector representative. He'll welcome the opportunity to show you how Spector's broad authority, modern, versatile fleet and advanced "sales-engineered" methods can help make your merchandising and distribution program pay bigger dividends.

A United States Customs
Banded Common Carrier



SPECTOR FREIGHT SYSTEM, INC.

General Offices 3100 S. Wolcott Avenue, Chicago 8

TERMINALS IN:

Baltimore • Washington • Boston • Bridgeport • Chicago
Des Moines • Indianapolis • Milwaukee • Newark • New
Britain • New York • Peoria • Philadelphia • Providence
St. Louis • Springfield (Mass.) • Worcester

SHARPENING SALES IN INDIVIDUAL MARKETS...

These specially trained people help you get MORE BUSINESS in important markets



NEW YORK

DETROIT

MILWAUKEE

ALBANY

SALES MANAGEMENT

Each member of the field staff is rich in the daily experience of contacting all types of sales outlets with no stereotyped operational pattern.

Each makes personal calls on key and volume buyers, chains, jobbers, big independents, to stimulate purchasing interest in and secure market timing for your advertising program.

As new problems and needs arise, field people go out and do the exact things under *your* direction that best fit your specific plans and strategy.

They compile and are equipped with newest route lists of retailers: grocers, drugstores, frozen food,



BOSTON

SAN FRANCISCO

OCTOBER 15, 1955

beer, packaged liquor, and many other types of retail outlets.

They furnish you with quick, accurate, up-to-the-minute information about product sales in many categories, fast checks upon competitors' sales, reliable facts about possible sales potentials, locality by locality.

This is only one phase of the unduplicated marketing service H.A.S. brings you to help your advertising message produce *top sales* in America's mass markets. For complete information, phone or write:



HEARST ADVERTISING SERVICE

Herbert W. Beyea, General Manager
959 Eighth Ave., New York 19, N. Y.
Offices in Principal Cities

Representing These Strong Newspapers:

LOS ANGELES EXAMINER
SAN FRANCISCO EXAMINER
SEATTLE POST-INTELLIGENCER
CHICAGO AMERICAN
DETROIT TIMES
MILWAUKEE SENTINEL
PITTSBURGH SUN-TELEGRAPH
BALTIMORE AMERICAN
BALTIMORE NEWS-POST
NEW YORK JOURNAL-AMERICAN
BOSTON ADVERTISER
BOSTON RECORD AMERICAN
ALBANY TIMES UNION
SAN ANTONIO LIGHT



of this TENDER HAM

A glorious Kahn's American Beauty Ham will win compliments from your clients, friends, family. First we select the plumpest, most youthful corn-fed porkers from the rich Ohio Valley. Then the hams are prepared in our own traditional manner: first we skin 'em, then we trim 'em—right down to the lean, succulent meat—cure them with our exclusive secret process, and smoke them slowly over glowing hardwood forest embers . . . until each becomes "The Ham with the Flavor the World Awaited!"

KAHN'S AMERICAN BEAUTY HAM, U.S. Government Inspected, 10-12 lb. average . . . in beautiful Christmas Box with your name on gift card, and sheet of Reynolds Wrap for handy cooking. \$13.75

Shipped prepaid in U.S. Send list of recipients and addresses with your order, together with your business cards if you wish us to enclose them in gift boxes. Hurry for Christmas delivery!

Kahn's
OHIO VALLEY SMOKEHOUSE

Dept. A, 3241 Spring Grove Ave.,
Cincinnati 25, Ohio

Apologies:

to: Kahn's Ohio Valley Smokehouse (p. 110, Sept. 10) whose Hams may be good enough to cost \$13.75 per lb. but actually that is the price of one ham.

to: the Ett-Barr Company (p. 178, Sept. 10). Please add their name to the following classifications in the Product Index—Pepper Mills, Miscellaneous Home, and Gift House & Catalogs.

mer suits, they don't wait until July and August to start advertising them. They start their advertising in May and pick up as the season progresses. I learned from a number of New York retailers this year that they are seriously considering starting their summer suit advertising and promotion as early as April next year. Why? Because they recognize that the consumers are thinking of summer suits almost as soon as overcoats are discarded.

What neither the manufacturer nor the retailer ever knows enough about is consumer motivations. What makes them buy when they do? When do they start thinking about certain purchases? Certainly these are important areas for future research. But there is a great deal that can be learned from good old common sense.

Advertise Early

Take back-to-school promotions as a case in point. Examine the situations in your own household. Did your wife begin thinking about clothes and supplies for the kids a week before Labor Day or one day after that holiday? Not at all. If she is like my wife, she was thinking about them all through August. Why is back-to-school advertising scheduled so late? Isn't it reasonable to assume that the time to advertise is *before* not after the housewife begins to think about school needs for her children?

The big job of the national advertiser is to anticipate and create demands. Waiting for the consumer to act first is a sure way to dilute your whole advertising and sales program. In your advertising you should try to lead the consumer, not follow him. This should be a goal of both the national advertiser and the retailer, whether they're selling children's clothes or automobiles.

It's about time national advertisers at least caught up with the consumer. A study by James M. Vicary Co. for *Family Circle* may be of some help here. Consumers, the research reveals, are thinking of coming seasons long before they arrive. For example, they're thinking of spring in January. But what does the national advertiser do in that month? He cuts his advertising. During July and August when advertisers again cut back on their advertising, the build-up for fall purchases begins to take place in the consumer's mind.

The Vicary survey found that around November 17 consumers think of winter which is still more than a month away. On January 13 their minds are on spring, more than two

months away. About the beginning of June, consumers are making big plans for the summer.

If consumers are thinking ahead of seasons, it is good marketing sense to advertise and promote accordingly. Even more important, it makes better sense to start your advertising before the consumer gets on the subject. Aim of your advertising should be to anticipate and create consumer wants. Obviously you can't anticipate demands if your advertising isn't in tune with the buying trends. No advertiser will ever be completely successful if he insists on interrupting his selling messages by seasonal advertising, when his customers are buying more consistently throughout the year.

There are some hopeful signs that some advertisers are gradually pulling away from the head-in-the-sand attitude of strict seasonal advertising. In July of this year the country's advertisers placed 14.3% more national lineage in newspapers than they did in July 1954, according to Media Records, Inc., and the Bureau of Advertising, American Newspaper Publishers Association. And in six media (magazines, newspapers, business papers, network TV, network radio and outdoor) the *Printers' Ink* General Index shows that total advertising expenditures were 12% greater in July of this year than July 1954. Network radio alone was the only medium of the six that suffered a decrease.

Beat A Slump

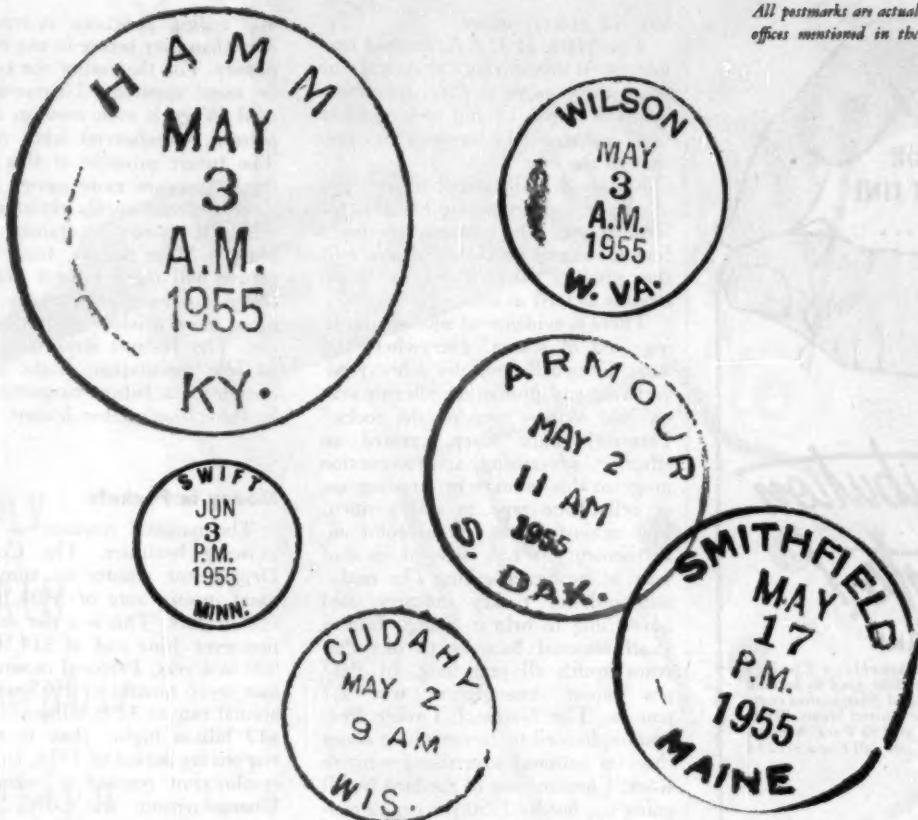
Advertisers are beginning to break away from the restraining leash of seasonal advertising. Why? Because they find that it pays off. You can follow suit. You can use at least four devices for creating more sales during the summer months or during those periods of the year you mistakenly think are out of season for you. You can beat a seasonal slump by:

1. Increasing the use of premiums.
2. Creating new packages.
3. Diversifying lines.
4. Creating new uses for products.

RCA Estate Appliance Corp., Hamilton, O., ran into the problem of slack summer business. The company selected a 77-piece dinnerware set to be given free to each purchaser of an RCA Estate range. For 60 days the company had to hold up shipment of ranges because they couldn't get the dinnerware sets quickly enough.

Jackson Brewing Co., New Orleans, increased summer sales of Jax beer 22% by a change of package during the hot months: The company printed barbecue recipes on the new cartons. A sprightly package was a factor in getting better mass displays

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



City family, farm family, Grit family

If you're city or suburban, there are a Mass (Mich.) of publications designed for you.

If you're farmer, there are a Lott (Tex.).

If you're otherwise, you live in a nonsuburban small town—a true small town. And there's exactly one publication edited specially for you. It's Grit.

Investigate the circulation of leading magazines and you'll find a trifling proportion in *true* small towns. They're hard to get at. Many have no newsstands. Subscription crews don't work them. They represent America's least exploited market.

But people in 16,000 of them swear by Grit. It delivers a thunderous 58.58% of its 800,000-plus paid to towns of 2500 and less. No other publication comes even close to that record.

Small-towners from 9 to 90 swear by Grit. It's as

warm, comfortable and easygoing as a band concert in the square. Reading it is like a trip to Nostalgia for any city-yoked fellow who grew up amid the excitements of Main Street. Grit reflects small-town family interests with fidelity and skill. And small-town people have a compelling affection for it.

They buy Grit-advertised products, too. We can show you under with conclusive case histories to illuminate this fact.

Grit is priced at \$3.30 a line . . . a genuine advertising bargain these days. Is it on your schedule? If not, why not?

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco





Distribution Costs!

IN NEW YORK!

John Terreforte, American Chain's Eastern Manager, will be glad to furnish actual warehousing and distribution costs in any section of the United States. Write to John Terreforte at 250 Park Avenue, New York 17, N.Y., or call Plaza 3-1234—1235.

IN CHICAGO!

Henry Becker, Western Manager, also is a direct line to the many services offered by American Chain. Write to Henry Becker at 53 West Jackson Boulevard, Chicago 4, Illinois, or call Harrison 7-3688.

Why YOU Should Choose AMERICAN CHAIN

For Distribution and Warehousing

- 1 Storage Facilities—Substantial, well-established plants.
- 2 Personnel—Experienced, well-trained, capable of meeting peak demands because of their know-how.
- 3 Handling Methods—Lower handling cost resulting from mechanization.
- 4 Customer Relations—Sales-minded personnel, plus adequate facilities . . . result: satisfied customers.
- 5 Special Services—Any phase of a distribution service can be supplied.
- 6 Market Coverage—Nationwide member warehouses located in every major distribution center.

"A Nationwide System of Public Warehouses"
Service in 81 Major Markets



AMERICAN CHAIN
OF WAREHOUSES, INC.
Every Link A Strong One



into the grocery stores.

Toy Mfrs. of U.S.A. created new interest in toys during the summer by using three pages in *Life*. Advertisements featured "brand new summer toys" and stressed a theme—"fun anytime of the year."

Kenwood Mills seized on the idea of selling and promoting blankets for summer use. The company created a line of summer blankets and now sells the product successfully in warm months as well as cold.

There is evidence of successful selling "out of season" everywhere you turn. Campbell Soup did a heavy advertising and promotion job this year on cold soup—"soup on the rocks." Permacel Tape Corp. created an effective advertising and promotion program this summer by stressing use of cellophane tape to seal garment bags against moths. A full-color advertisement in *Life* showed uses of tape in spring cleaning. The multi-million-dollar turkey industry used advertising to help it change from a small seasonal business to one that reaps profits all year long. In 1937 per capita consumption was 2.7 pounds. The National Turkey Federation decided to do something about this. Its national advertising went to work. Consumption of the bird is still going up, but by 1950 per capita consumption was up to 5.5 pounds and almost two-thirds of the turkeys were consumed in periods other than Christmas and Thanksgiving. In retailing the classic example of successful selling "out of season" is the August Fur Sale.

and selling programs is more vital now than ever before in our economic history. For the future the need will be more apparent. Guaranteed Annual Wage is even now an accepted pattern in industrial labor relations. The future prospect of this kind of thinking means more money for consumers spread evenly throughout the year. It means sustained buying power. More leisure time for the future will mean greater desires for things to do, places to go. It will mean more products to consume and use. The 30-hour week is no longer an idle speculation. Right now it's considered a future bargaining point by the nation's labor leaders.

Money in Pockets

The national economy is healthy, growing healthier. The Commerce Department reports an annual personal income rate of \$304,500,000,000 in July. This is a rise of \$3 billion over June and of \$14,500,000,000 in a year. Personal income in the first seven months of 1955 was at an annual rate of \$298 billion. This was \$12 billion higher than in the corresponding period of 1954. In August employment reached a record total. Unemployment was 3.3% of the available labor force, the lowest since fall of 1953.

These are signs of a vibrating, pulsating economy. More specifically it means people at work and with money in their pockets. It means ability to buy—to buy 12 months of the year.

Advertisers who cling to the seasonal concept of selling and advertising are living in a fool's paradise. Their thinking is outdated. It can bring slumps where none belong. It can disrupt an economy that is bursting at the seams, that wants to keep moving. Nothing in the economic picture dovetails with the stop-and-go pattern of the seasonal seller.

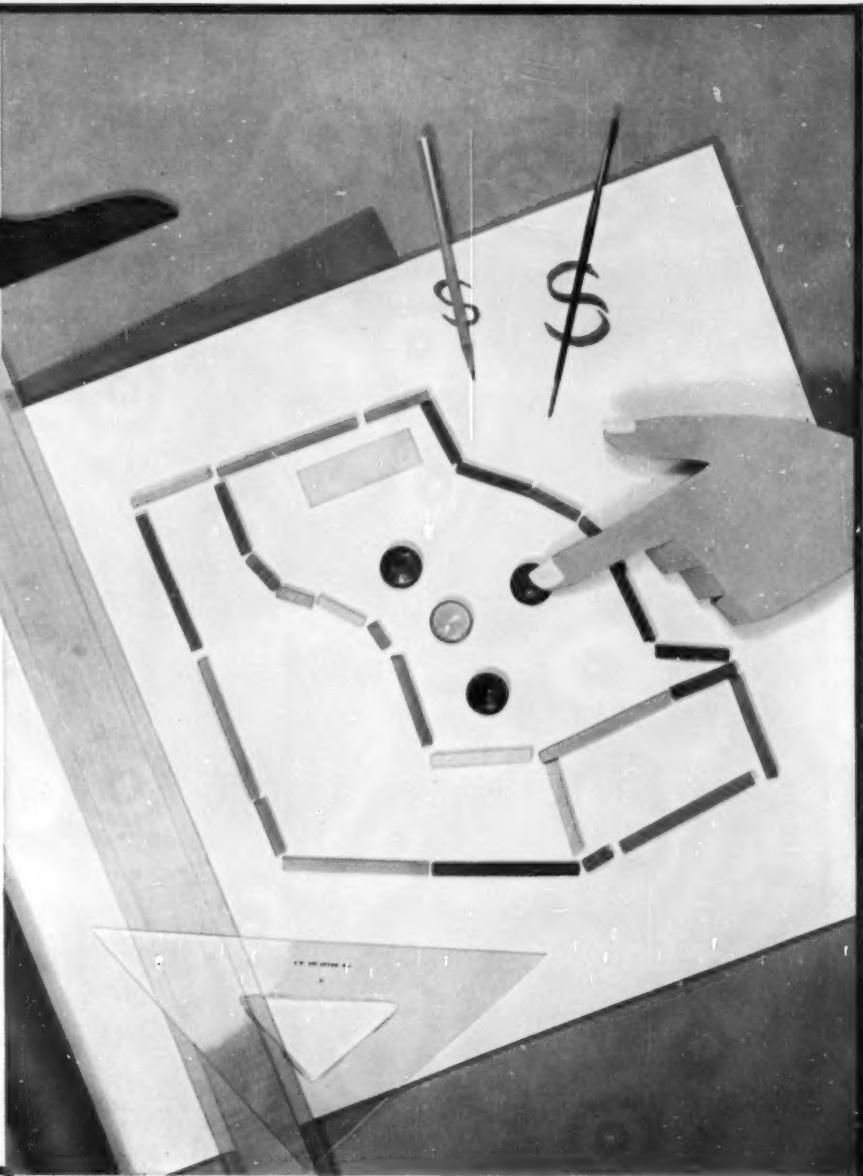
It's high time advertisers put more realism into their advertising programs by using their potent selling weapons to advertise and promote more effectively throughout the year.

For greater sales and more profits, the national advertiser must keep up with the consumer. He can no longer afford to follow the buyer. He must lead him to the sales counters by creating wants and desires and by anticipating his buying needs. This takes foresight, courage of convictions and an honest and revealing appraisal of all available marketing facts.

It's not enough for the national advertiser to recognize all this. He must act on it.

The End

Why
GAIR
graphic
design
rings the
bell



GAIR
ACM

creative
engineering
in packaging

FOLDING CARTONS • SHIPPING CONTAINERS
PAPERBOARD • KRAFT BAGS AND WRAPPINGS

Graphic design makes the big difference between a carton that carries your product and one that *sells* it.

At Gair we make sure our designers look past their chalks and watercolors to the cash register that hands down final judgment on any carton's graphic design.

Our way of making sure is Gair Package Analysis*. This study of your market, distribution and product gives Gair artists a line on the kind of graphic design that rings a bell with your customers.

Any good carton designer can make color do tricks on paperboard. But a Gair graphic designer knows which tricks *pay off*.

*Gair Package Analysis is a service designed to uncover the requirements of a successful carton for your product and your market. One of our men will be happy to give you the whole story.

ROBERT GAIR COMPANY, INC.
155 EAST 44TH STREET
NEW YORK 17, N.Y.

FOR YOUR BUSINESS FRIENDS



Available in quarts only—no added cost for decanter or gift carton.

America's finest gift whiskey—in America's finest gift decanter

This impressive full-quart decanter—at no extra charge—makes the perfect business gift.

Your friends will appreciate the handsome, modern styling long, long after Christmas.

And they will be delighted too by the generous contents. For it is a full quart of the same superbly mellow Four Roses that's been America's favorite gift whiskey year after year.

For a "preview" of these three ways to give Four Roses, call your local Frankfort representative or write to Frankfort Distillers Company, New York, N.Y.

FRANKFORT DISTILLERS CO., N.Y.C. BLENDED WHISKEY.
86.8 PROOF. 60% GRAIN NEUTRAL SPIRITS.

OR CHOOSE A GIFT
THAT'S ALWAYS
WELCOME...



...OR THE SEASON'S
MOST UNUSUAL
GIFT...



The regular bottle (4/5 qt.)
of that special gift whiskey,
Four Roses... packed in a
festive gift carton.

A "dozen roses"—three regular (4/5 quart) bottles of Four Roses—in a handsome "florist's" carton.

Marketing Pictographs

Planned by the editors of Sales Management and designed by Hile-Damroth Inc.

WHAT ARE THE CHANCES FOR FAILURE?

Of course, your company isn't going to fail, but what about those you do business with? It's a fact that the 1954 rate of failures with loss to creditors was the highest in 12 years. But, there are two sides to that picture.



WHAT ARE THE CHANCES FOR FAILURE?? 10-15-55

ON THE DARK SIDE

FAILURE RATE PER 10,000 CONCERNs (ALL BUSINESS)



FAILURES AND LOSSES BY INDUSTRIES IN 1954*

	NUMBER	LIABILITIES
Mining and manufacturing	2,282	\$171,284,000
Wholesale trade	1,132	56,338,000
Retail trade		145,473,000
Construction	1,305	56,829,000
Commercial service	876	32,704,000
TOTAL UNITED STATES	11,086	\$462,628,000

ON THE BRIGHT SIDE

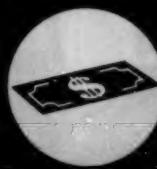
9,958 out of every 10,000 concerns DID NOT fail with loss to creditors in 1954.

74 failures per 10,000 is the average since 1900.

154 failures per 10,000 was the rate in 1932.

57.2% of the concerns that failed in 1954 had been in business less than five years.

JUST \$1 OUT OF EVERY \$832 WAS LOST LAST YEAR BY CREDITORS DUE TO BUSINESS FAILURES.



PICTOGRAPH BY
Sales Management

Designed by HILE-DAMROTH, INC.

be Sure to SELL SYRACUSE



ELECTRONICS PARK in Syracuse, a division of General Electric, employs more than 10,000.

57,000 men and women work in manufacturing industries in metropolitan Syracuse alone. This is the sturdy base of a dynamic economy which produces average family income of \$5,697 annually.

The Syracuse Newspapers deliver 100 per cent saturation coverage of greater Syracuse, and effective circulation in 14 surrounding counties.

No other combination of media can deliver comparable coverage at comparable cost in the Central New York Market of 1.3 million population and \$1.9 billion buying power.

*Sales Management's Audited Survey, June, 1955

Represented Nationally by MOLONEY, REGAN & SCHMITT



the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

★ THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 223,103 Sunday Herald-American 221,954 Sunday Post-Standard 101,254

HOW TO BREW A BIGGER BEER MARKET

Breweries annually pour \$1/4-billion into the advertising and promotion of beer—with the bulk of this sum expended to develop individual brand preference. Each wants a bigger share of the existing market.

The result is a constant reapportioning of the approximately 85,000,000 barrels of beer sold each year.

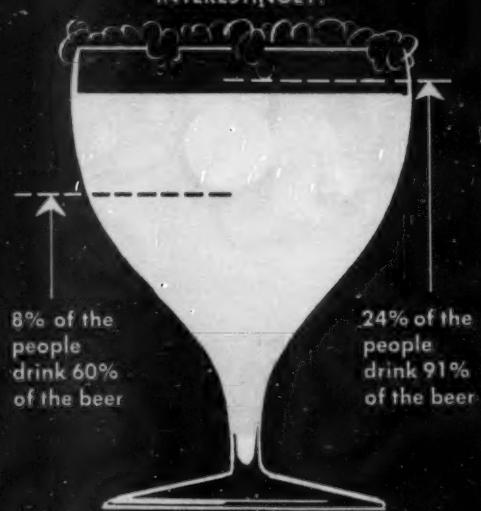
Could more beer be sold . . . and, if so, to whom?

Half the people don't drink beer and 70% of those who abstain do so for deep-seated moral or religious reasons. This group cannot be considered as a possible "new" market. So, brewers might take a look toward increasing consumption among those already buying beer. Here's the picture:

PRESENT BEER MARKET:



INTERESTINGLY:



THE SOLUTION:

ADVERTISE to overcome objections and direct promotion efforts to increase consumption among medium beer drinkers.



Source: Froedtert Malt Corp., Milwaukee, Wis.

THE QUESTION:
What reasons do medium drinkers (4-11 glasses weekly) have for not drinking more beer?



THE IMPORTANCE:

If the medium beer drinker can be persuaded to drink one more glass of beer each week, annual consumption could be increased by . . .



PICTOGRAPH BY
Sales Management

Designed by HILL-DAMROTH, INC.

What else gets you retailer



In drugs, for example...

- Nearly 3,500 stores have tied in with LOOK's "Complete Medicine Chest" promotion
- 32 blue-chip national advertisers are participating in the promotion
- 43 of every 100 drug retailers rate LOOK's promotion material "most effective"

Betty Clooney and Robert Q. Lewis, stars of "Man Versus Medicine Chest," in the November 1 issue of LOOK, show LOOK's 19,500,000 readers the importance of having a well-stocked medicine chest.

LOOK's "Complete Medicine Chest" drug promotion, based on this feature, is now under way. Impressed by the success of LOOK's past drug promotions, some 3,500 retailers and 32 national advertisers are tying in with this one. The tie-in outlets include such top chains as Liggett-Lane Rexall, Katz and Sun Ray, and such leading independents as Kal Payless Drug, Pittsburg, Calif.; Bruno Drug Co., West Columbia, Tex., and Zimmerman's, St. Louis, Mo.

Twice each year—in summer and fall—LOOK's drug pro-

response like

LOOK ?



Fashion: America's top department stores, including John Wanamaker, Carson-Pirie & Scott and I. Magnin, have backed LOOK's now-famous promotion: "The Continental LOOK." Newspaper ads and window displays featured tie-in manufacturers.



Food: So far in 1955, 36,000 food stores from coast to coast have tied in with three big LOOK promotions. These stores ran 1,700,000 lines of local newspaper ads, through which LOOK advertisers got millions of additional reader impressions.



Liquor: During the coming Christmas season, hundreds of liquor stores will send to their best customers hundreds of thousands of special brochures highlighting LOOK-advertised brands. These brands are assured of strong dealer support.



Menswear: Fifteen hundred leading menswear stores will capitalize on LOOK's Valentine Day promotion. A recent study shows that menswear retailers rank LOOK merchandising programs over those of Life, Collier's and The Saturday Evening Post.



Appliance: The Columbus and Southern Ohio Electric Company is using LOOK's fall promotion, "Be a Better Cook . . . and Housekeeper, Too," in a six-week campaign to sell more appliances. A documented report will be sent to you on request.



Automotive: LOOK plans two big 1956 automotive promotions—one for car dealers, the other for parts dealers. In last May's National Safety Check, co-sponsored by LOOK, 1,421,000 cars were inspected, with one out of five needing parts and repairs.

motions create a stir throughout the industry. To LOOK advertisers, they bring preferred store position and local advertising support. To tie-in retailers, they bring increased sales and prestige. No wonder, in a recent independent survey (available on request), 43% of all drugists responding ranked LOOK's promotional material "most effective" in the weekly magazine field.

• • •

To find out how LOOK's merchandising can work for your product, write to Dick Harmel, Merchandising Manager, LOOK, 488 Madison Avenue, New York 22, New York. And, if you have a special interest in the drug field, be sure to ask for your free copy of "LOOK—For Greater Drugstore Sales."

LOOK

moves merchandise...FAST

CORPORATE SALES VOLUMES— AND HOW THEY'RE DIVIDED

A quick look at the sales breakdowns of a few multi-product and multi-service companies. The information is taken from annual reports and other company sources.

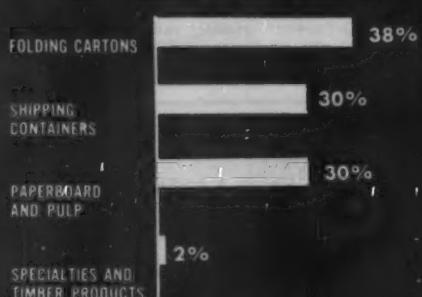
CONTINENTAL CAN CO., INC.

1954 sales volume—\$616.2 million



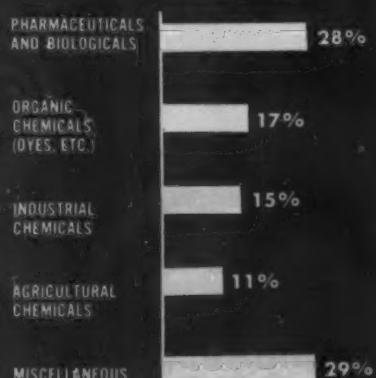
ROBERT GAIR CO., INC.

1954 sales volume—\$116.42 million



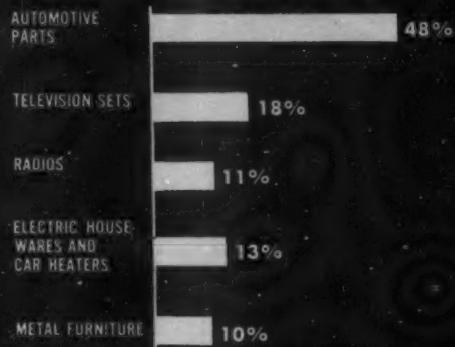
AMERICAN CYANAMID CO.

1954 sales volume—\$397.59 million



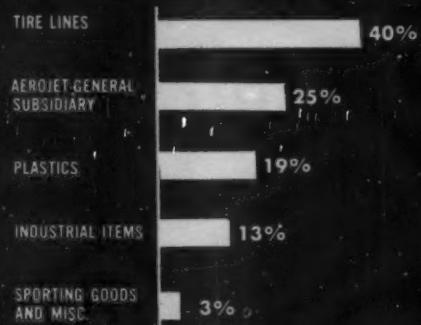
ARVIN INDUSTRIES, INC.

1954 sales volume—\$53.4 million



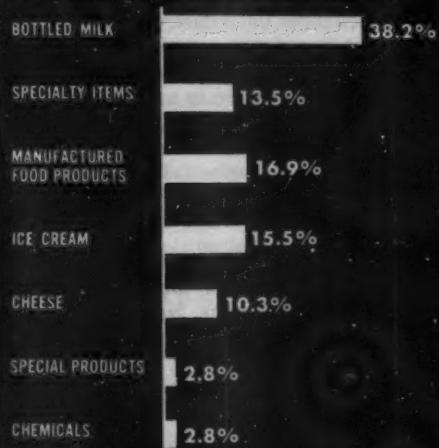
GENERAL TIRE & RUBBER CO.

1954 sales volume—\$216.99 million



THE BORDEN CO.

1954 sales volume—\$776.8 million



Use of Cosmetics Increases Despite Rise In Prices

Dell Modern Group's 19th Survey of Beauty offers an interesting comparison of the 1953 and 1955 median prices paid for cosmetics. Figures show an overall increase closely following the general price trend for the period.

Despite this rise, use of cosmetics by Dell Modern Group readers in 1955 shows a marked increase over 1953. And no wonder! These young beauty-conscious women can well afford to absorb the extra cost — their median family incomes are well above average.

Here are ten of the eighty-three different product classifications covered by the survey. Send for your copy of the complete survey, which also contains product data by brands.

PRODUCT	MEDIAN PRICE		PER CENT USE	
	1953	1955	1953	1955
Lipstick	83¢	93¢	93.6%	97.8%
Cream Make Up	85¢	\$1.15	9.7	10.9
Eyebrow Pencil	18¢	21¢	30.5	41.6
Eye Shadow	57¢	64¢	9.7	12.6
Home Permanent Wave Kits	\$1.00	\$1.47	41.2	61.8
Liquid Shampoo	67¢	70¢	50.9	54.9
Liquid Cream Shampoo	72¢	78¢	23.1	25.9
Hand Cream	63¢	69¢	30.4	42.7
Hand Lotion	60¢	67¢	63.7	71.7
Nail Polish	31¢	36¢	64.5	68.3

ADGRAPH BY

DELL MODERN GROUP

MODERN SCREEN

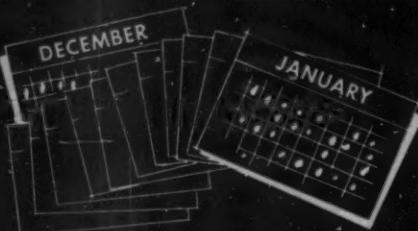
MODERN ROMANCES

SCREEN STORIES

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N.Y.

TRAVEL HAS A 12-MONTH SEASON

Higher incomes, more leisure and greater mobility worked to induce Americans to spend \$8.5 billion for vacations in 1954. This doesn't include week-end travel or short trips which might have added \$2 billion to last year's vacation fun fund.



HERE'S HOW AMERICA'S 14,000,000 FAMILIES WITH INCOMES OF \$5,000 OR MORE SPENT THEIR HOLIDAYS:



AVERAGE NO. OF VACATION DAYS 20.3

AVERAGE NO. OF VACATION TRIPS 2

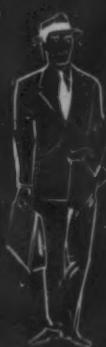


EXPENDITURE PER FAMILY \$396

SEASONAL PATTERN OF VACATION TRIPS



BUSINESS TRAVEL IN 1954



TRIPS TAKEN
34,545,000

NO. PER BUSINESSMAN
4.7

ANNUAL EXPENDITURE
\$490

DAYS AWAY
28.8

TIME OF YEAR



24.2%



23.7%



19.7%



32.4%

PICTOGRAPH BY
Sales Management

Designed by WILDE-BAMROTH INC.

NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Big League Salesmanship. By Bert H. Schlain. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N.Y. Price \$4.95.

Written for the man who "has his eye on more sales," this book offers techniques for developing prospects and ways to open hard-to-push doors. The author has spent 34 years in advertising, selling, sales promotion. He's helped boost sales for such firms as Zenith Radio Corp., General Electric Co., and Universal Match Corp. for which he is, currently, district sales manager.

Ads, Women and Boxtops. By Duane Jones, as told to Mark Larkin. Published by Printers' Ink Books, Pleasantville, N.Y. Price, \$3.

Duane Jones for many years headed the New York advertising firm that bore his name. His book is a how-to guide for manufacturers and retailers of household commodities, for the advertising agencies that promote them. In it author Jones tells how he helped pile up \$2 billion in sales for 29 advertisers by means of the 15 box-top techniques which he carefully explains in this study. Jones is known as "The Box-top King."

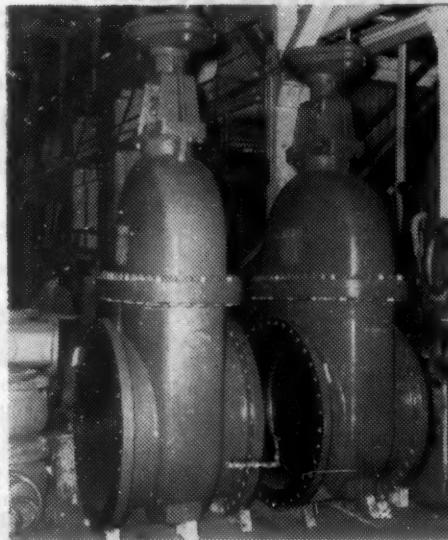
Modern Marketing. By Harry Walker Hepner. Published by McGraw-Hill Book Co., 330 West 42nd St., New York, N.Y. Price, \$6.00.

The author is affiliated with Syracuse University, is director of the National Panel of Consumer Opinion. His book orients the student of marketing—and the practitioner—to the field by sharpening his awareness of "the ways in which the principle of marketing functions in new circumstances." Marketing is integrated into the larger framework of management's thinking, policies and programs through the author's definitions. Each chapter provides a restatement of the principles which govern good marketing procedures.

Rand McNally-Cosmopolitan World Atlas. Published by Rand McNally & Co., New York. Price, \$13.95.

This huge book is marked "Centennial Edition" and only a firm with 100 years of experience in the field could have produced it. There are more than 400 pages of excellent maps, a comprehensive index, important world information. There are also relief maps—16 pages of full-color topographic maps of all continents. There are comprehensive population figures, including cities of the world. Latest information on steamship, railroad and airline distances is given in black and white maps and tables. Every name appearing on every map is listed with its location, index key and page number and population figures in the cases of cities. Every office needs a definitive Atlas: This one might be the answer for yours.

FLY TROY VALVES TO HAVANA ENGINEERS!



Just a few weeks ago water supply engineers at Havana, Cuba, needed four giant valves to control its water supply. They needed them in a hurry, so directed the Ludlow Valve Mfg. Co. of Troy—one of the 220 busy industries in the Troy, N. Y. City Zone—to send them by air. So a South American air line tackled its heaviest shipment on record. The 19,000 and 15,000-pound valves had to be taken apart and boxed so each crate held no more than 6½ tons. It took five planes to transport the vital cargo. Then the valves were re-assembled at Havana and installed.

This is but one of the routine side-dramas in the busy schedule of an active industrial area. These diversified industries provide sustained buying power. And the most effective selling medium in the Troy-Albany-Schenectady Metropolitan Area is The Record Newspapers. Are you using these newspapers regularly?

Circulation: 47,582

Rate: 20c

THE RECORD NEWSPAPERS

THE TROY RECORD

THE TIMES RECORD

TROY, N. Y.

What Will Super Markets Be Promoting Next?

California chain is currently building customer interest in air travel and Hawaii . . . but as a direct tie-in, it is selling lots of tropical food specialties.

California super markets are now promoting air travel and the Hawaii tourist business, along with beer, sugar, pineapple products, and a long list of tropical food specialties such as coconut chips and papaya. They are doing it with tie-in promotion.

Such an integrated promotion, "the most elaborate in depth ever attempted in this country," according to D. M. Murphy, director of public relations for Lucky Stores, Inc., has turned 30 of Lucky's 41 stores into "Hawaiian Islands."

The sales promotion includes participation by a national airline, an international pineapple grower and packer, a world-wide sugar organization, and a national brewer, and has the blessing of the Hawaii Visitors' Bureau and an organization of Hawaiian food shippers, whose members put out a wide variety of tropical food specialties which they market to mainlanders.

The promotion is known as "Hawaiian Holiday." For two weeks participating Lucky supers become miniature Islands with leis, fish nets, shimmering foil flying fish, palm trees (simulated), Bamboo Display-Tex die-cut hula dancers, and other colorful point-of-purchase material not directly tied in with specific products.

Joining Lucky Stores in the program are Transocean Air Lines, Hawaiian Pineapple Co., Ltd. (Dole), California & Hawaiian Sugar Refining Co., Ltd., and Regal Pale Brewing Co.

Transocean will fly eight Lucky Stores customers to the Islands some time during the next 12 months. The Hawaiian trips were the big magnet during the build-up of the promotion. Entrants were invited to visit Lucky stores during the "Hawaiian Holiday" program and give their names and addresses. No purchases were required. Eight names, drawn from the

batch of entrants, were announced as winners last month.

The big message, of course, is that Lucky customers can enjoy a "holiday" in their own dining rooms any day of the week and whenever the mood hits them. Thoroughness of the program is seen in one example of the point-of-purchase approach — poultry and meats. What have chicken, ham, fresh pork to do with sugar, pineapple, papaya? Lucky customers learn that some of the most delightful recipes in Island cuisine combine these ingredients.

The wine people, ever since repeal, have emphasized the festive as well as everyday rightness of the wine-food combination. Brewers are beginning to follow that arrow to super market sales and family acceptance. Regal Pale's tie-in with the Hawaiian promotion is one of the boldest moves in this direction.

Lucky Stores "Hawaiian Holiday" promotion is by far the most comprehensive of the Hawaiian tie-in programs, but the companies, separately, in various combinations, or with other participants, have tested out the idea in cooperation with other large super markets in Northern California, always with striking results in store traffic and sales.

The Littleman chain was one of the first. When it put its salespeople into Aloha shirts and straw hats, set up bamboo-and-grass-roofed huts, introduced a department of Hawaiian food specialties with demonstrations and tastings, ukelele music, posters by United Air Lines, and lots of other point-of-purchase color, sales volume throughout the store rose well above normal; volume on the specifically promoted items was excellent.

One of the most extensive and successful of the Hawaiian tie-in promotions prior to Lucky Stores' was staged by the same manufacturers in



"HAWAIIAN ISLANDS," such as this palm-tree topped display of sliced papaya, are creating new super market traffic and building specialty food product sales.

cooperation with the Quality Foods chain in the Stonestown Market, San Francisco, said to rank as one of the largest and most modern retail food outlets west of Chicago. The market was transformed into a tropical oasis (with Regal Pale beer as one lure for the thirsty). Main columns of the store were transformed into giant bamboo poles by the use of Bamboo Display-Tex. Palm trees, huts, fish nets, and leis and aloha shirts on the salesclerks, and other fixings contributed atmosphere. William Ceragioli, Stonestown grocery manager, reported that during the program sales of featured items tripled. "Unusual promotions like the Hawaiian tie-in give the customers a new outlook," Ceragioli adds. "It makes them notice things."

Markets in other areas of Northern California where the Hawaiian promotion has been tested include Mayfair Markets, Sacramento (200%-300% increases); Nicolai Brothers' Markets, San Francisco ("in one week end, 200 cases of Dole juice, and pineapple; 50 cases of Regal Pale, and some 300 bales of C & H sugar"); Brice Bros. Markets, Mill Valley and Sausalito; Louis Stores, San Francisco Eastbay; Park and Save, Oakland ("sales increased 25%-50%"); Lee Bros., Los Gatos, and a dozen more.

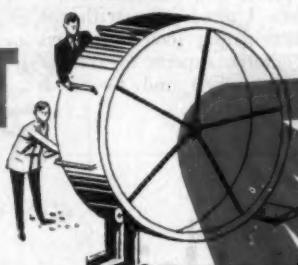
Promotional aids included baby orchids as giveaways (provided by

There's no business like show business!

for MORE business...

SPOTLIGHT

your products
with...



KLEEN-STIK®

Pressure-Sensitive **LABELS**

"You ain't seen nothin' . . . until you see what easy-on KLEEN-STIK Labels can do for your products, your business! It's the proved way of attracting and selling audiences at the point of sale. Large or small, almost any product becomes a *star sales attraction* when enhanced with a Kleen-Stik brand identification or sales-stimulating feature label. They stick tight almost indefinitely, yet remove when necessary.



Ever thought about Roll Labels? Special dispensers and pressure-sensitive roll labels save time and money for any volume labeling job. Your roll label printer will supply you with exactly what you require. Ask him.

KLEEN-STIK PRODUCTS, INC.

7300 WEST WILSON AVENUE • CHICAGO 31, ILLINOIS

Pioneers in Pressure Sensitives for Advertising and Labeling

FREE TEST-IT-YOURSELF KIT
Test pressure-sensitive labels
on-the-spot in your own plant.
Write today!

C & H); a 3" x 5" recipe folder, "Hawaiian Food and Fun," also by C & H; an orchid guessing contest (Lucky Stores) with real orchids in a large transparent container; autographed photographs of Moana, featured hula dancer on the Regal Pale-sponsored Harry Owens TV program; paper leis and straw hats for store personnel (by Hawaiian Pineapple Co.).

United Air Lines, which schedules regular flights to the Islands, offers grocers Hawaiian poster displays and other tie-ins. Recently, when it

joined with Regal Pale Brewing Co. in displays in a dozen or more of the largest food markets in the San Francisco Bay area, new posters were made for the occasion. These were 3' x 4' to show up prominently in the large supers. United also provided four-foot silver models of its new DC-7 planes, and used as giveaways small three-inch plastic DC-7 models. From time to time United joins with the various participating food companies in prize contests, expects to arrange many more displays and tie-ins as occasions warrant.

And what do these companies say about results?

R. C. Cook, advertising manager, C & H: "While these Hawaiian sales have proved successful as retail store traffic builders, our best measure of their worth is the sale of C & H sugar. Frequently, during a typical Hawaiian week, we find sales running from 3,000 pounds of sugar all the way up to 50,000 pounds."

"In addition to the other participating firms, C & H cooperated with United Air Lines and Matson Navigation Co. "to move merchandise for many hundreds of retailers," Cook says.

Louis Gaviati, advertising director, Regal Pale: "Naturally, we're pleased with the increase in sales of Regal Pale during Hawaiian promotion tie-ins. We're even more pleased to learn from grocers that Regal Pale maintains its growth in popularity after the displays are down. But what pleases us most—because we all gain when grocers prosper—is that Hawaiian promotions add a festive note which helps sell more of all the merchandise in that store."

Dole has no sales figures to give out but is satisfied with the promotion.

Coconut in Chips

Dia Mante Food Products: This firm's Hawaiian Coconut Chips, promoted through such programs, have increased in volume from introductory sales of 20 cases in 1953 to more than 40,000 cases in 1954.

Not only food manufacturers benefit. Listen to Bud Swenson, account executive for United Air Lines: "Nowadays, practically everyone flies. That is why United is happy to participate in display promotions of all kinds."

Walton E. Wood, assistant director of the Hawaii Visitors' Bureau, a recognized spokesman for the Islands: "Fifty percent of the tourists to the Islands come from the West Coast and primarily from California. These store promotions are raising the level of interest for Hawaii and have played a vital part in increasing the number of tourists to the Islands. An example of how it has affected the Hawaiian economy is the number of jobs created during the 1955 hotel expansion in Hawaii. In the summer of 1954, there were 14,000 unemployed—a very critical problem. The 50% increase in hotels has created 5,000 new jobs. Since the majority of visitors to Hawaii come from California, certainly these store promotions, with their impact on women and wives, have accounted for a substantial part of this business."

The End

YOU belong in a tabloid... HARDWARE and HOUSEWARES

...to fully sell the hardware trade

HARDWARE & HOUSEWARES is the fastest growing! It does the *best* selling job for you because hardwaremen rely on its live news, the latest on new products and trade trends—all presented in any easy-to-read style and tabloid format.

Add to these editorial advantages the fact that only HARDWARE & HOUSEWARES assures your ad *top* visibility. Every ad you place is near news—there are no "buried" ads, ever. It adds up to tremendous readership in 37,000 "plus" individual hardware stores with a strong conviction to *buy*.

Ask your HARDWARE & HOUSEWARES representative to give you the full story of why *smart* advertisers know it's just good business to have HARDWARE & HOUSEWARES selling for them.



8th Floor, Daily News Bldg., Chicago 6, Illinois

IN DETROIT, THE NEWS OUT-PULLS BOTH OTHER PAPERS!

**TOTAL ADVERTISING
NEWS 50%**

Free Press 25% Times 25%

**DEPARTMENT STORES
NEWS 54%**

Free Press 21% Times 25%

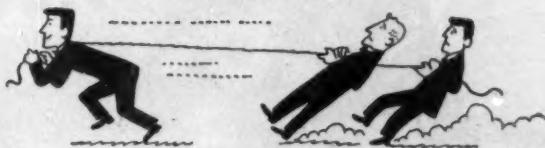
**CLASSIFIED
ADVERTISING
NEWS 60%**

Free Press 22% Times 18%

**FOOD ADVERTISING
NEWS 48%**

Free Press 20% Times 32%

Percent of advertising lineage in each Detroit newspaper for first 8 months of 1955—from Media Records.



Detroit advertisers in every line of business, from department stores to real estate or the occasional user of a want ad, prefer The Detroit News. More than half of ALL Detroit newspaper advertising is placed in The News . . . and want ads in The News outnumber the other two newspapers by 4 to 1.

The Detroit News is preferred not only because its total circulation is largest of ALL Michigan newspapers, but advertisers place even more importance on its saturation circulation in the Detroit 6-county retail trading area. The News' weekday circulation in this area exceeds The Free Press by 103,986; The Times by 63,601. On Sundays, The News' circulation is 177,543 more than The Free Press and 115,768 more than The Times.

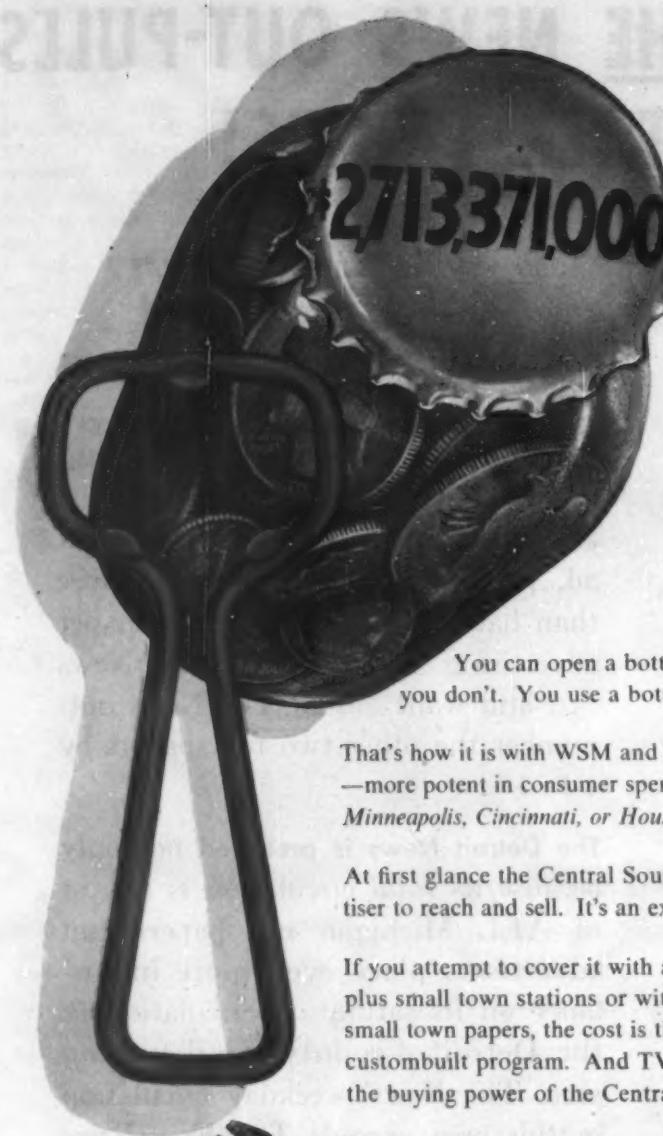
The Detroit News

THE HOME NEWSPAPER

Largest Weekday and Sunday Circulation of All Michigan Newspapers

TOTAL CIRCULATION: 456,189 Weekdays — 563,038 Sundays

*Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.*



a rich
market...
and the one tool
that opens it **BEST!**

You can open a bottle with a vise, a wrench, or a pair of pliers. But you don't. You use a bottle opener—the logical tool.

That's how it is with WSM and the Central South—a rich \$2,713,371,000 market—more potent in consumer spending power than the cities of *Baltimore, Buffalo, Minneapolis, Cincinnati, or Houston*.

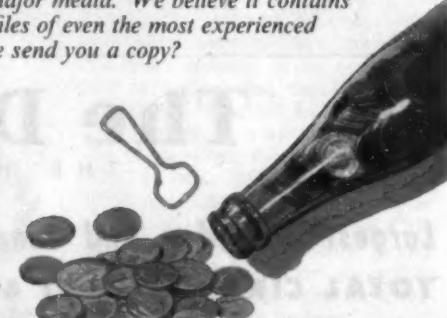
At first glance the Central South is an apparently tough market for the advertiser to reach and sell. It's an extended market composed largely of small towns.

If you attempt to cover it with a combination of another Nashville radio station plus small town stations or with a combination of a Nashville newspaper and small town papers, the cost is three to fifteen times greater than that of a WSM custombuilt program. And TV viewers in this market represent less than half the buying power of the Central South.



There is only one tool that opens this rich market at a cost within the bounds of the sensible advertising budget. That's Radio Station WSM.

May we prove this to you? We would like to put into your hands a new brochure about the Central South entitled "The Mystery Market." It shows the relative costs of advertising in this market for all major media. We believe it contains facts and figures not found in the files of even the most experienced advertisers. May we send you a copy?



WSM
RADIO

BOB COOPER, Sales Manager
Represented by John Blair and Company

NASHVILLE • CLEAR CHANNEL • 50,000 WATTS • 650 K C

SALES MANAGEMENT

The Costs Cut Problem: How One Firm Beat It

Ansul let its workers help shape cost policy. Result: Big Savings.

Cost cuts are always a problem. If you're faced with a decision about them, you might profit by Ansul Chemical Company's tried and successful answer. Ansul's president, Robert C. Hood, believes an across-the-board cut, decided on by the president or general manager, is too arbitrary. ". . . it is not tackling the problem but merely saving money. Take advertising, for example. Instead of cutting the ad budget 10%, perhaps sound business practice might demand an increase of 25% . . ." A series of selective cuts decided on by the president and his executive committee doesn't appeal to Hood, either. It doesn't go deep enough. Ansul cast about for a near perfect solution to its ticklish problem and after deliberation, found one.

People Were the Factor

What Ansul tried and liked was a third way: a participation cost program, without any fixed percentage, in which all top policy and operating people were involved. "We saw the problem of costs as a problem of people's attitudes more than as a problem of dollars. We felt that if we could motivate our people to be cost-conscious, we could cut costs," says Hood.

Here's how Ansul did it. A 20-man committee of policy and operational personnel was appointed, charged with the responsibility of developing a cost concern program. And the committee was thoroughly briefed on the differences between cost *concern* and cost *reduction*.

The committee went to work in the areas where all members had a common interest, such as travel, telephone and telegraph, hiring of outside professional services, overtime pay. It developed a common cost-concern attitude.

After 18 months of committee efforts, Ansul found that its cost budget realization (budget in relation to cost and expenses) was at 100%, despite payment of an additional \$40,000 in wages, salaries and other cost increases in raw materials. The result of teamwork was success. **The End**



Save Costly "Time Outs" On Personnel Moves

There's bound to be some loss of services in the transfer of key workers from one locality to another. But United's Pre-Planned Moving Service helps cut this loss to a minimum. Pre-Planning takes care of all the details . . . allows the executive, salesman, skilled worker and other key people to shift from the old job into the new with the least confusion. Your nearest UNITED Agent will be glad to call and explain.



PRE-PLANNED Moving In Sanitized Vans



New Training Program Eases Sales Headaches For Plymouth Dealers

Series of conferences on retail selling problems spurred 1955 sales. As of Oct. 1, Plymouth had sold more than a half million new cars, 75% over same period 1954.

BY WILLIAM L. MARTIN • Sales Manager
Plymouth Division, Chrysler Corp.

Plymouth is completing what promises to be the greatest sales year in its history.

One big reason for increased sales is the effort Plymouth has expended to achieve a more effective retail selling organization.

Two years ago Plymouth named William J. Bird sales manager. Last year he became vice-president in charge of sales. It was he who developed the program of Plymouth Retail Sales Management Conferences.

This program, under M. L. Van Dagens, director of management de-

velopment, was initiated to provide practical assistance to the Plymouth dealer and the sales manager in his dealership.

What we didn't want was a program which would give the impression we were trying to teach retail sales management. We knew there were many programs to help dealers improve their operations, but the trick was to make sure that participants applied the methods to which they were exposed.

Our experience indicated that the method of presentation has much to



PLYMOUTH DEALERS and retail sales managers eliminate trial and error period of sales management through exchange of ideas, analysis of selling fundamentals.

do with acceptance of ideas and the amount of subsequent application. Therefore, we set out to devise an approach which would be acceptable, simple to understand and easy to apply.

We developed, from the experience of our top dealers and sales managers, eight major subject headings. Each heading became a chapter in our down-to-earth sales conference manual and the topic of a five-hour session in a meeting schedule that totaled 40 hours. Merchandising managers in Plymouth's 19 regions across country were trained in administering the course, with instructions to include healthy helpings of visual aids and lots of informal exchanges among participants.

Evidence of application has been greater than we anticipated. Dealers and sales managers who have attended these conferences have taken action, are holding more effective sales training meetings of their own, have revised their compensation plans to attract and hold better qualified salesmen, and have effectively organized the direction of their salesmen.

In addition, they are doing a better job of spending their advertising and promotional dollar, are forecasting their sales, analyzing their manpower needs and hiring the men necessary to do the job well.

New emphasis on used-car merchandising methods, modernization of facilities and stimulation of salesmen through promotions and contests have been additional benefits of the program.

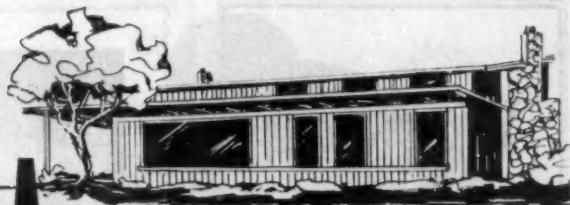
Plymouth's Retail Sales Management Conferences

THE OBJECTIVE: To assist Plymouth dealers in building and training the strongest possible selling organization.

THE PLAN: Institute local-level "shirt-sleeve" conferences for dealers and dealer sales managers, designed not to "teach" retail sales management, but to show successful and effective sales management methods in action.

THE TOOLS: Comprehensive manual with straightforward, realistic approach and lots of examples; work sheets with problems for each of eight sessions; full use of visual aids by well-trained instructors.

THE RESULTS: Enthusiastic response from dealers, plus observable proof that the conference principles are being put to work immediately on everyday problems; general agreement that the sales management conferences are an important contributing factor to what promises to be the greatest sales year in Plymouth history.



Q.

WHY DO AUTOMOBILE
ADVERTISERS RUN
MORE NEW CAR LINAGE
IN THE
CHICAGO DAILY NEWS?

A.

BECAUSE THE DAILY NEWS
HOME COVERAGE REACHES
THE ABLE-TO-BUY
HOUSEHOLDS IN THE
CHICAGO AREA.

FACT

*In Chicago and suburbs,
the Chicago Daily News reaches
the most able-to-buy homeowner
households at the least cost of
any Chicago daily newspaper.*

See your Daily News representative for all
the facts on the home coverage study, pre-
pared by J. R. Brady & Associates.

Here's the score on new car advertising in Chicago daily newspapers
for the first six months of 1955:

DAILY NEWS	572,808 lines
Daily Tribune	482,943* lines
Daily American	386,248 lines
Daily Sun-Times	299,790 lines

*Zone Linage Included
Source: Media Records, Inc.

CHICAGO DAILY NEWS

Chicago's HOME Newspaper

New York

Detroit

Miami

Atlanta

Los Angeles

San Francisco

Working Alone?

MAYBE you own your business, sell your product, and write your own advertisements.

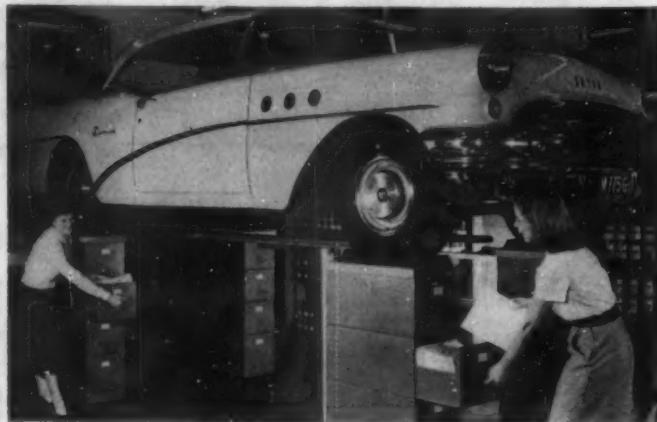
If you need a lift in sales and advertising, a customer magazine by William Feather may be the solution. Better and less expensive than do-it-yourself.

A TESTED CUSTOMER MAGAZINE FOR ESTABLISHED BUSINESSES

Complete details, samples and cost information will be sent upon request. Anyone in a business not competitive with our present customers can try our magazine on a test basis. Quit anytime you find the magazine is not doing an effective advertising job.

The
WILLIAM FEATHER COMPANY

9906 Clinton Road Cleveland 9, O.



NO ONE FILES AUTOMOBILES, but York Steel Transfer Files dramatically demonstrate the strength of its steel files by using four stacks of them to support a 4,000-pound Buick. The load, York proved, in no way interferes with normal drawer operation.

How the Program Material Is Organized

The subject headings for the eight conferences, and the eight chapters in the manual are:

1. Planning and maintaining an adequate sales force
2. Training salesmen
3. Directing salesmen
4. Planning and executing advertising and sales promotional programs
5. Trading and closing
6. Maintaining an adequate stock of new cars
7. Managing the used-car department
8. Maintaining good employee relations

The chapter on good employee relations offers an example of the practical and down-to-earth organization of material.

There is first an explanation of the benefits accruing from good employee relations: building customer good will; attracting better manpower; getting maximum productivity, and encouraging cooperation.

Then the participant is given a self-quiz on the subject of employee relations:

1. Have I habitually shown genuine interest in employes and the problems of employee relations?
2. Do I practice what I preach?
3. Do I really want a change for the better—enough to pay the price in personal inconvenience and hard work?

Typical of the chapter's workable advice, well tested by experience, is

this summary on management's role in maintaining good employee relations:

- ¶ Maintain friendly and interested personal contacts with all employees.
- ¶ Define responsibilities at all levels.
- ¶ Maintain a united management front.
- ¶ Be realistic in quotas and expectations.
- ¶ Learn how to discipline and apply criticism intelligently.
- ¶ Use praise and individual recognition effectively.
- ¶ Develop team spirit and interest in all dealer objectives.
- ¶ Promote the value of employee benefits.

Additional informal quizzes, check lists and work sheets complement this chapter as well as the others. Discussion is meanwhile encouraged on all points, and suggestions are brought home through liberal use of visual aid devices.

Acceptance of and enthusiasm for the program is well indicated by these typical reactions from Plymouth dealers:

"My father was a DeSoto-Plymouth dealer in Chicago for nine years prior to the war and I have been attending factory meetings of all sorts since I was 'knee-high to a grasshopper.' Before I started this conference I admit that I had in my mind that this was just another version of the same outmoded thoughts I have heard so much in the past, but I want you to know that I was happily impressed and looked forward to each meeting with enthusiasm as I definitely picked

POST MORTEM ON A LOST SALE

The plain fact was that this salesman got there too late.

Competition got in on the ground floor. But you

can beat competitors to the gun much more often by making it easier for more buyers to call in your men first.

A good catalog program is the key, because those who specify in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call your men. They can be placed strategically in the offices of all potential customers and kept there ready for instant use.

If you'd like more information, call the Sweet's office near you.

Offices in all principal cities.

Sweet's Catalog Service, division of F. W. Dodge Corp.

"50 years of service to industry" 

When you make 'em,



No selling campaign is

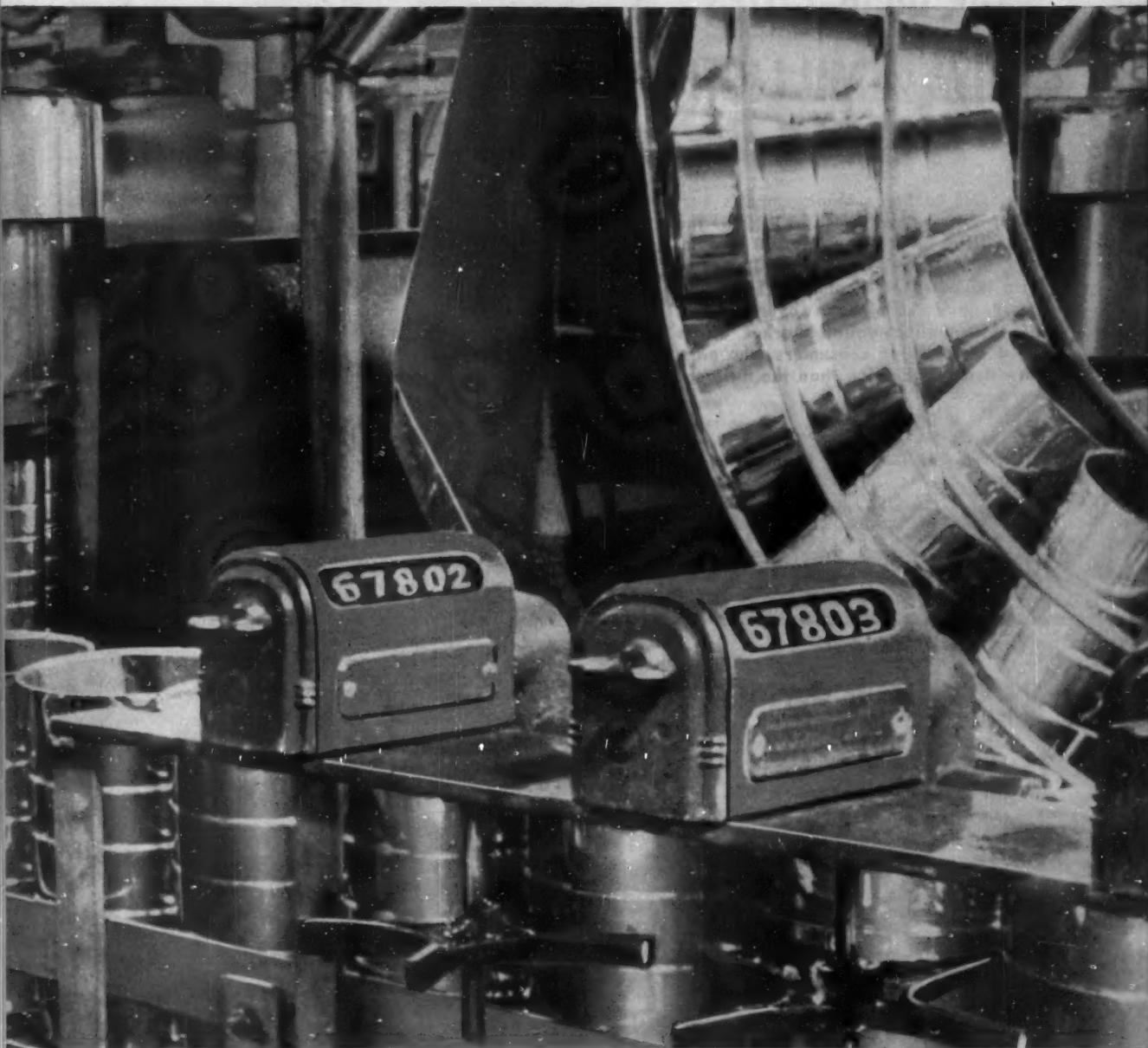
Biggest boom market America has ever seen! Record-breaking production . . . product pipelines filled to overflowing! Buyer is king! That's the story—what's your answer?

Reach and sell the most people most often at lowest cost. To do it, 94 of America's 100 largest advertisers include WBC in their selling campaigns. (Three of the remaining six, by custom, do not use broadcast media.) 25 of the 28 companies

grossing over \$1 billion annually use WBC, too. So do over 250 national advertisers and many hundreds of local advertisers.

Put the big WBC stations on *your* sales force in the six big markets where over one-sixth of America's sales are made. A call to WBC starts you selling. The number is MUrray Hill 7-0808, New York. Ask for Eldon Campbell, WBC National Sales Manager.

you've gotta sell 'em



complete without the WBC stations

WESTINGHOUSE BROADCASTING COMPANY, INC.



RADIO

BOSTON—WBZ+WBZA
PHILADELPHIA—KYW
PITTSBURGH—KDKA
FORT WAYNE—WOWO
PORTLAND—KEX

TELEVISION

BOSTON—WBZ-TV
PHILADELPHIA—WPTZ
PITTSBURGH—KDKA-TV
SAN FRANCISCO—KPIX

KPIX REPRESENTED BY THE KATZ AGENCY, INC.
ALL OTHER WBC STATIONS REPRESENTED BY FREE & PETERS, INC.

Support The Advertising Council Campaigns

THE QUAD-CITIES

Rock Island • Moline • East Moline, Ill. • Davenport, Ia.

NOW $\frac{1}{4}$ MILLION PEOPLE

According to Sales Management's Survey of Buying Power (May 10, 1955) the Quad-Cities now have 250,200 people. Over 40% of all Quad-City Consumer Units have a net income of \$4,000 to \$6,999; and 15% have over \$7,000. This 450 million dollar market offers you a majority of consumers who earn more and spend more than the national average.

* * *

57% live on the Illinois side where 9 out of 10 families read the Moline Dispatch and the Rock Island Argus.



one of the FIRST 100 MARKETS

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

THE ROCK ISLAND ARGUS THE MOLINE DISPATCH

THE NEWSPAPERS THAT COVER THE ILLINOIS SIDE OF THE QUAD-CITIES

Call ALLEN-KLAPP — New York, Chicago, Detroit, San Francisco

BEST BUFFALO BUY for SALES and ECONOMY

FOR THE COMPLETE STORY
—all the facts and figures—of
Western New York's 8-county
market, write for the Market
Data Book published by the
Courier-Express.



ROP COLOR
available
both daily
and Sunday.

It's the Morning Courier-Express. 62% of its city circulation goes into residential districts rated "Excellent" or "Good". It reaches nearly $\frac{1}{3}$ of the 463,400 families throughout Western New York's 8-counties where effective buying income averages \$5,286 per family. It thus carries your sales message at a low rate to the cream of the buying power in New York's second largest metropolitan market. For complete mass coverage of this same area, use the Sunday Courier-Express—the State's largest newspaper outside of Manhattan.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:
SCOLARO, MECKER & SCOTT
Pacific Coast: DOYLE & HAWLEY

up numerous new ideas and organized my own way of thinking. This has and will help me to do my job more effectively."

"I want to thank you for your interest in getting the Retail Sales Management Program to be given in our area. I was sure, judging from the past, that Plymouth would have a good program. This one is even better than ever. It covers everything 100%. I know of nothing that could have been added."

"We have all attended many courses of this kind, both on sales management and retail selling. However, I wish to state to you, sincerely, this is one of the finest things of its kind and cannot compliment too highly the method and know-how with which this course was administered."

"Keep Up Good Work"

"Here in the San Diego area we have recently completed the Plymouth Retail Sales Management Conference. I wish to express my satisfaction with the program. It was, from my standpoint, a worth-while investment in both time and money. It has proved to be of immeasurable help to me."

"The selling techniques picked up not only from the conference but from discussions with other sales managers have helped us improve our operation tremendously. In addition, the better relations established with other dealerships have proved beneficial from the standpoint of trading cars, plus cooperation in many ways. The portion of the conference relating to used-car merchandising has enabled us to double our sales in the past 60 days."

"Our sales manager who attended these meetings was impressed by the complete coverage of sales managers' functions, and expressed his opinion that more conferences of this type should be held."

"The conference was very enlightening and worth-while (also timely), and I would recommend the course to all sales managers."

"I am writing you now, although the Sales Management Training meetings have only been under way one week, to express my wholehearted endorsement of this program. Our manager is most elated and enthusiastic about it and I am sure everyone will derive substantial benefit from this program."

"We wish to take this opportunity to congratulate you on your Retail Sales Management Conference. It will be a great help in assisting us with our sales organization. Please accept our thanks and keep up the good work."

The End

SALES MANAGEMENT

Food and Drug Advertisers

STRIKE IT RICH

on Florida's Gold Coast

Now a **297**
MILLION DOLLAR
FOOD MARKET

A million thriving residents plus 2½ million visitors make the Gold Coast one of the Nation's top food markets—all year round.

**2ND IN PER CAPITA
DRUG SALES**

Greater Miami ranks second in the nation in per capita drug sales while total sales on the Gold Coast now exceed \$8 million annually—up 12% in a year!

THE MIAMI HERALD—1st in the Nation in Food advertising in 1954 — Total food and drug lineage over 5,000,000! Whatever your product, you'll find The Miami Herald ALONE delivers the entire Gold Coast "super" market. See your SB&F man today.

The Miami Herald



More Sales Chiefs Take Sides On the Solo Call Argument

In the October 1 issue Sales Management reported the opinions of 17 executives on this question: "Should sales chiefs ever make solo calls on customers?" Now more join the argument, explain reasons behind their convictions.

If Training's a Problem, Take Your Man with You

K. E. Joy, General Sales Manager, Bostitch, Inc., Westerly, R. I.

The only times when our branch managers or their assistants have made calls on customers without the salesman are the very few occasions when it was necessary to obtain confidential information about the salesman. These occasions are extremely rare.

I feel that taking the salesman along is basically correct in all normal situations. In our business we find that our major job in sales management is training and retraining salesmen. A sales manager calling on a customer alone teaches the salesman nothing. The primary purpose of a Bostitch sales manager's taking the salesman with him on a call is to observe how the salesman handles the interview so he can be helped to im-

prove his selling technique.

It is only of secondary importance for a sales manager calling on an account with a salesman to help him solve some particular problem with that particular account where the manager may have that little extra authority or prestige to swing a sale the salesman himself had not previously been able to close.

I am sure that our salesmen would consider a manager who called on accounts without him, to be snooping and prying and we simply do not do that at Bostitch.

Together, Both sm and Salesman Learn Something

E. H. Smiley, Sales Manager, American Chicle Co., Long Island City, N. Y.

I try never to call on a customer without having the salesman and/or his division manager present. My rea-

son for this does not relate to going over the head of the man, its effect on his morale, or the possibility of working at cross purposes. I simply find that I have never made a call with one of our men without learning something, and I am vain enough to think that may work both ways.

I couldn't make one-tenth of 1% of the calls our men make, with them, as there simply are not enough hours and days to accomplish this. What they may learn from the few calls I can make with them, and what I continue to learn from them, I look upon as being useful in the never-ending quest for solution to our sales problems.

"We See Many Benefits In Solo Calls"

K. J. Cranney, Vice-President, Clover Club Foods Co., Kaysville, Utah

We have a definite policy of having our sales managers call on every class of account *alone*. In 25 years of selling experience I have seen many benefits from this procedure and very few disadvantages.

Our salesmen thoroughly understand the reasons we make solo calls and often request that we give a customer special attention. Usually the customer is flattered. If he has anything to get off his chest, he usually does it and we have a chance to correct the salesman. As a rule, we find he has no complaints, but is glad to have an opportunity to express his gratitude for the service our salesman is giving him. This always results in a friendlier feeling both to our com-



SOMETIMES. "Only when necessary to obtain confidential information about salesman. These occasions are rare."—K. E. Joy, gsm, Bostitch, Inc.



NO. "I never call on a customer alone. My reason: I learn by making calls with our salesmen." — E. H. Smiley, sm, American Chicle Co.



YES. "Many benefits, few disadvantages. Our sales managers call on every class of account alone." —K. J. Cranney, v-p, Clover Club Foods Co.

To sell more where more is sold

it's FIRST 3 FIRST!

The 3 compact city and suburban areas of New York, Chicago and Philadelphia—where 18% of all U.S. Retail Sales are made—deserve and reward a heavier advertising effort through First 3 Markets Group because in these areas the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In these most profitable markets there is no substitute for FIRST 3 MARKETS' more than 3-of-every-5 family coverage.

Your advertising in FIRST 3 MARKETS will not only reach and sell the heavy spending shoppers along Fifth Avenue, State Street and Market Street, but in addition will influence the families who shop along the many Main Streets of the Industrial NORTH and EAST. In 309 counties—where 28% of Total U.S. families account for 31% of the nation's retail sales—FIRST 3 delivers 49% average coverage of all families.

To make your advertising sell *more* where *more* is sold . . . it's FIRST 3 FIRST.

Circulation in excess of 6,000,000.



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Colorado Magazine
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Magazine
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San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-2557

pany and to the salesman.

Of course our managers work with the salesmen most of the time. Often I make calls with the sales managers. In such calls we definitely have an advance understanding about the strategy of the conversation. We feel that the man who calls on the accounts most should dictate the line of strategy. We carry this to a point where we will not make calls if the salesman advises us it might lead to trouble. In a case like that I would take our sales managers out of the picture and make the call myself.

To achieve maximum results a sales organization must work with maximum cooperation. We sell both ourselves and our company. Where we have a salesman who thinks the customer is his alone and no one else should make the contact, we feel it is time to get rid of that salesman.

A "Yes" Vote; Reason, Solo Calls Flatter Customer

Jack Koonce, Director of Sales, Easy Glitter Wax Co., West Palm Beach, Fla.

The salesman who is doing a good job and observing his company's policies is proud to have one of his superiors visit his territory, making calls with or without him, especially if he has advance information that the supervisor will visit the territory.

Certainly we all hear gripes about "going over somebody's head," but the griper is usually the fellow who either is not doing a good job or is cutting corners on policy. The super-

visor, of course, must know his business, and know how to make such solo calls, otherwise there is a possibility of his "lousing up" an account.

And, very important: the customers love it. They feel flattered when the big fellow from upstairs drops in and says, "I've been wanting to meet you."

Believes Solo Calls Need Special Technique

Robert G. Smith, Vice-President—
Sales, Bell & Howell Co., Chicago

We feel that solo calls made by a sales manager might well create problems if not handled with discretion. But we believe there is a satisfactory technique for making a limited number of such calls.

Some of the precautions we observe to protect the position of the salesman are these:

1. The salesman ("district manager" is the title in our organization) is advised in advance as to who is calling on whom.

2. The sales executive's call is usually a good-will call, seeking background information and a "feel" of the market. The call is scarcely ever for the specific purpose of writing an order. Hence the salesman is not made to feel his own sales efforts are inadequate.

3. Every effort is made to obtain an adequate history of the account before making any call. If practicable, the salesman handling the account is directly consulted prior to the call.

4. Whether or not the salesman handling the account accompanies the sales executive, every effort is made

to maintain the position of the salesman as the final arbiter on specific questions regarding the administration, under over-all company policies, of his particular territory.

We believe that dealer contacts with company executives improve our dealer relationships by stressing the point that our company policies are guided by the requirements of our dealers, for whom we wish to maintain comfortable and well-used channels of direct communication. On the other hand, it is also important that our district managers regard company executives as trusted and trustworthy helpers whose contacts with dealers help the salesman to do a better job for the company and for himself. The success of such an approach can be measured by the degree to which salesmen actively encourage and utilize dealer calls by company executives.

Take Him Along: It Adds to His Prestige

J. J. Sweeney, Manager, Wholesale Div., Skil Corp., Chicago

It is our policy, whenever possible, to make calls on accounts only when accompanied by the salesman responsible for the account. We feel that the salesman is more closely acquainted with the problems and personnel of the account, and with the progress of any program or campaign we are fostering with that particular customer. Consequently we are able to determine the best method for the executive to use in approaching the account, and to attempt to plan a definite strategy before the call.



YES. "The customers love it. A good salesman is proud to have superior visit his territory."—Jack Koonce, dir. sales, Easy Glitter Wax Co.



SOMETIMES. "When solo calls are made, we observe several precautions to protect position of salesman."—Robert G. Smith, v-p, Bell & Howell Co.



NO. "There is a morale question involved. Accounts are contacted only in the company of our salesmen."—Frank J. Crane, vp, Morton Salt Co.

How Direct Advertising can make ALL your advertising produce MORE SALES

In order to think about direct advertising clearly you must understand two things:

Direct mail advertising competes with no one. It does not encroach on the work of general advertising agencies. Direct mail is *supplementary* to advertising in magazines, newspapers, radio and TV. It goes to pre-selected individuals or concerns in specialized markets — to convert desire generated by other media into action, to get full advertising penetration and readership in high-potential markets.

Planning, creating and producing direct mail advertising is a specialized business. The approach, the strategy, the methods are entirely different than any other form of advertising. Leading agencies recognize this — more and more are recommending the services of Dickie-Raymond. Without exception, all of our major accounts are also served by well-known advertising agencies.

Secondly, direct advertising *supplements* the activities of salesmen — feeding leads for follow-up, pre-conditioning prospects so that they are more easily converted into sales, in greater numbers. Direct mail works *with* the salesman, making fill-in calls for him, increasing his capacity in handling enlarged territories. For management, it does welcome magic in cutting sales cost, in increasing dollar sales, in improving the performance and productivity not only of company salesmen but of dealers and distributors.

With selling competition increasingly intense, it becomes all the more important to have separate counsel in promotional activities that most directly affect salesmen. Our booklet "The Dickie-Raymond Story" explains the place of direct advertising in today's sales picture, gives full details on just how Dickie-Raymond operates. To obtain a copy, simply write on your company letterhead. Or, if you prefer, just telephone our nearest office.

Accounts Now Served — This is a partial list only. Names of other well-known companies, on request.

AETNA LIFE INSURANCE COMPANY
AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
AIR TRANSPORT ASSOCIATION OF AMERICA
AMERICAN AIRLINES, INC.
BROWN COMPANY
DOW JONES & COMPANY, INC.—News Printer
EASTMAN KODAK COMPANY—Industrial Division
GENERAL ELECTRIC COMPANY
Air Conditioning Division
THE GRAY MANUFACTURING COMPANY—Audograph
HEWITT-ROBINS, INC.
IRON FIREMAN MANUFACTURING COMPANY
MONROE CALCULATING MACHINE COMPANY

THE NATIONAL SHAWMUT BANK OF BOSTON
NEW YORK STOCK EXCHANGE
PAN AMERICAN WORLD AIRWAYS
PEPPERELL MANUFACTURING COMPANY
PITNEY-BOWES, INC.
PLYMOUTH CORDAGE COMPANY
RAILWAY EXPRESS AGENCY, INC.
SHERATON CORPORATION OF AMERICA
SYLVANIA ELECTRIC PRODUCTS INC.
TUNG-SOL ELECTRIC INC.
UNITED STATES ENVELOPE COMPANY
THE WALL STREET JOURNAL
ZURICH INSURANCE COMPANY

**THERE'S
ONLY ONE**

Dickie-Raymond

Sales Promotion Counsel · Direct Advertising



Free your salesmen from 'wheel-fatigue'



...Greyhound gets 'em there relaxed,
-ready to sell!

On so many trips, especially those short hops to small towns and industrial centers, your salesmen will appreciate the *relaxed* travel Greyhound offers. No weary hours at the wheel . . . no traffic and parking problems. Behind a competent chauffeur, your man rides direct to the heart of town, has plenty of time to prepare sales plans.

Hundreds of schedules now being served (at amazingly low fares) by Greyhound's new luxury coaches . . . so now is the right time to free your staff of driving problems and cut overhead, too.



Accompanying your salesmen on calls gives the sales executive opportunity to observe the salesman in action, to gauge how well he is accepted, and we believe it adds to the prestige and acceptance of the salesman with his customer.

We feel that an executive making a call alone without the responsible territory salesman not only does not have the above advantages, but tends to give the impression that he is checking up . . . both to the territory salesman and the customer.

In some cases, however, we do make calls unaccompanied by the territory salesman if specifically requested to do so by the account, or if the call is in the nature of a survey to determine the account's reaction to a tentatively planned product program with which we do not want our own Sales organization to be acquainted at the time.

In the event we do call alone, we always advise our man, in advance if possible, that the call is being made and, when practical, advise him of the nature of the conversation.

A Question of Morale; Solo Calls Made "Rarely"

Frank J. Crane, Vice-President, Morton Salt Co., Chicago

Our managers and supervisors only contact account in the company of our salesmen. If at any time there are exceptions, we aim to explain to the salesman the reason for such action. Aside from difficulties that might be experienced due to interference with the customer, I believe there is a morale question involved.

Nix on Solo Calls: Bad for Men's Morale

Paul Watts, Vice-President—Sales, Skill Corp., Chicago

It is my feeling that better than 90% of the time the sales manager should call accompanied by the territory man. This fosters a good relationship in your own organization and also gives the sales manager an opportunity to observe first-hand the reception his territory man receives. I can walk into an account with one of our men and tell in a very short time what kind of relationship exists. In our particular business our men have to call on the same customers year in and year out, and consequently they must wear well. In calling together you get a first hand chance to

see how this is working.

Only in very unusual circumstances such as personality clashes would I feel justified in calling on our accounts alone.

I feel that a bond of mutual confidence should be built up between the sales manager and his men, and that when the sales manager comes into the territory he should be able to be of some real help and not be looked upon as a man from the home office who is "spying." When this latter feeling goes through an organization, the men will freeze and you will not be able to find out easily their actual feelings about the company, the policy, the products, etc., which are so important in running any organization.

A Qualified "No"—Maybe OK to Talk New Promotion

Fred H. Ewald, Vice-President, Tam-pax, Inc., Chicago

I believe whenever possible a sales manager should invite the local salesman to make the routine calls with him. Many times a salesman, from observation, will gather some sales approach which he might otherwise miss. In addition, it establishes in the salesman's mind the fact that his work is important . . .

Of course there are always exceptions . . . as in the case of a special promotion. In that case I think the matter should be discussed with the salesman, but that the customer should first be contacted by the sales manager alone.

Solo Calls—But Only With Kid-Glove Handling

C. J. Gutman, Sales Promotion Manager, The Toni Co., Chicago, a Division of The Gillette Co.

We believe there is a certain philosophy that must govern the situation. There is no question but that you can hurt a salesman's pride, damage his morale, and actually upset an account by omitting the regular salesman on a call. After all, if you have a salesman, he is the one who regularly has to contact the account, and he is the one who should be the boss as far as the account is concerned. Once a supervisor gives an account a "special deal from the home office," the account will always feel that the salesman is a mere puppet. You thus greatly reduce the salesman's efficiency in his customer contacts.



**Greet your prospect
in the aisle...**

Use a hard-working H&D "Selmor®" Display
to make him a customer.

HINDE & DAUCH

Subsidiary of West Virginia Pulp and Paper Company



Write for Free Booklet—"How to Select Vending Displays." Hinde & Dauch, Sandusky 16, Ohio

In most cases it is better to call with the salesman. However, when you go alone, it is wise to follow certain rules, such as building up the salesman, letting the account know the salesman is responsible, and doing everything in your power to build up relationships between the two parties.

Paired Calls Best, with Few Exceptions

G. F. Bichler, Vice-President & Sales Manager, Springfield Woolen Mills Co., Springfield, Tenn.

It is my opinion that the sales manager should call on customers with the salesman handling the account. I believe it strengthens the morale of the salesman. But there are times when it is necessary for the sales manager to call on an account alone.

For example, if he happens to be in a town when the salesman isn't available, and he would like to make a friendly call on a customer he knows quite well.

By taking the salesman with him, the sales manager gets an opportunity to see how the salesman conducts himself, and can often catch his weak points.

You Ask for Trouble If You Work Alone

Richard G. Ellis, General Sales Manager, American Electrical Heater Co., Detroit

I favor contacting customers accompanied by our sales representatives; otherwise it hurts their pride, and this usually affects their morale in a detrimental manner.

A goodly number of our salesmen have been in our employ over a long

See It Soon

See your future, your present, your past, in Sales Management's specially edited November 10 issue.

period of years, and this has permitted them to become thoroughly familiar with the reactions of the people with whom we do business.

Were I to call "cold turkey" on such firms, there would be a gross possibility of misunderstandings — which I prefer to avoid. In instances where I accompany one of our men on calls, I always appreciate being briefed regarding the persons to whom we will talk.

Duo Calls "Enhance Status of Your Salesmen"

W. B. Van Emburgh, General Sales Manager, Passaic Plant, Weston Biscuit Co., Inc., Passaic, N. J. (Subsidiary of George Weston, Ltd., Toronto, Can.)

We have made it a definite policy in our company that all executive personnel are not to call on any individual account that is being contacted by a sales representative. We have found that we cannot build good men

by going over a salesman's head by making solo calls.

We have found that a visit made with a salesman by a branch manager, sales manager or sales supervisor enhances the position of the salesman with the buyer he is contacting. Many times we, in the top echelon, can upset the relationship built by the individual salesman.

We do not discuss our conversation prior to making a call. Our many visits are not made particularly for immediate selling, but to acquaint ourselves with the various accounts . . . furthermore, it is our duty to assist each of our men with their accounts and to point out to them, when necessary, better means of handling those accounts.

We try to keep our sales managers, branch managers, sales supervisors and special representatives in constant contact with all of our accounts whenever and wherever possible. Should one of our men be ill, then one of our men in a key sales position makes the call to explain the salesman's absence. And since he has made calls with the salesman on earlier occasions, it is not necessary for him to break in cold.

Policy Is Firm: Take Your Man with You

Horton Flick, Sales Manager, Dorsey Trailers, Inc., Elba, Ala.

Our firm policy is to have the regional sales manager or district representative along on any contacts. I feel that it helps the man's morale and also obviates the necessity for rehashing the entire results of a contact. When calling upon actual users of our equipment, I always have our regional manager, some of the distributor's personnel, or both, with me.

The End

OPERATION CHAIN ACTION

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WBAL RADIO
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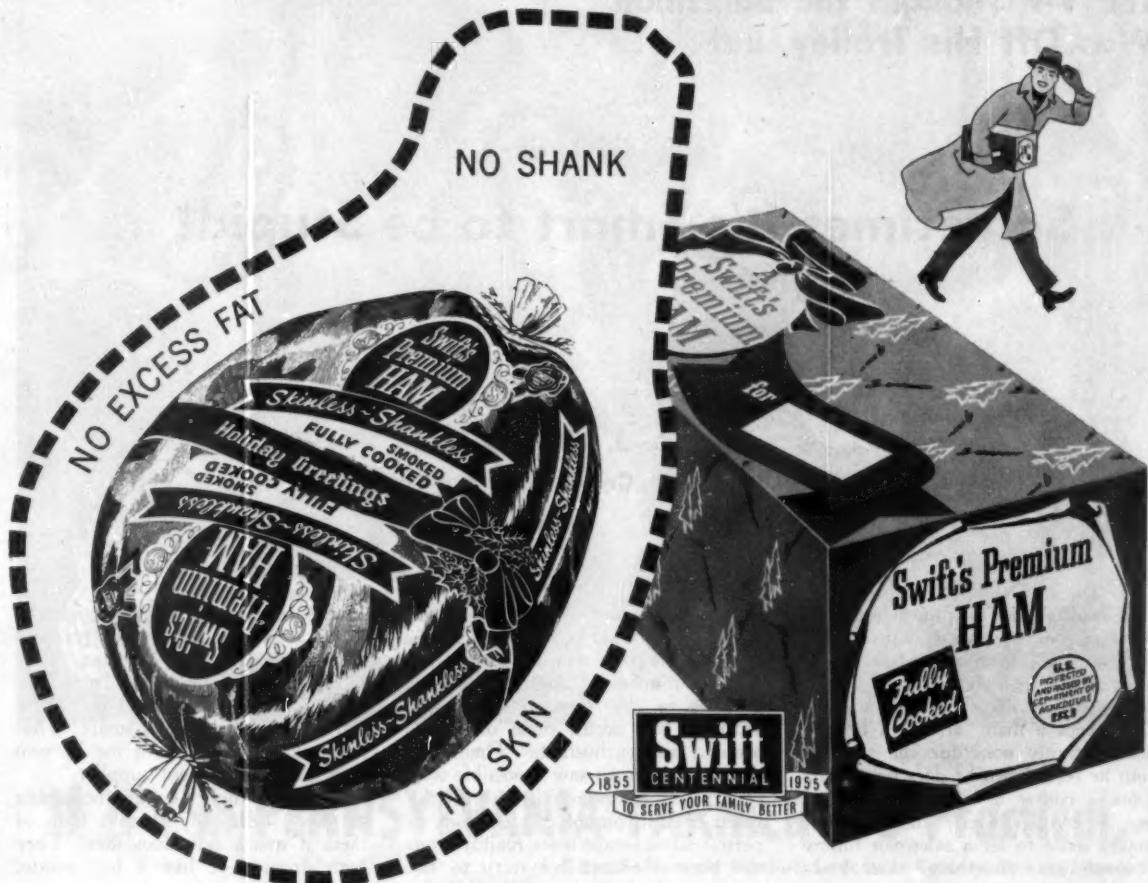
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Nationally Represented by
HENRY I. CHRISTAL CO., INC.

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A Really New Christmas Gift

for your employees, customers, relatives, friends (and yourself!)



New SKINLESS SHANKLESS Swift's Premium Ham!

Swift's Premium Fully Cooked Skinless Shankless Ham is enjoyed the moment it's opened. No cooking required. No trimming, either, when you choose Skinless Shankless Ham—real hardwood-smoked ham with shank, skin and excess fat removed. And all Swift's Premium Hams are now cured a new patented way that seals in natural flavor juices (U.S. Patent 2,596,067). One phone call will do all your Christmas shopping! Call your favorite food dealer today! Order early.



Swift's Premium Ham served exclusively in Disneyland, Anaheim, California. When eating out, always ask for Swift's Premium Ham.

Gift boxed...fully cooked...ready to enjoy!



3 other great gift hams from Swift: Your choice: 1. Fully Cooked Regular Ham. 2. Fully Cooked Regular Ham fruited and glazed. 3. Canned Ham—boneless, skinless, fully cooked. All hams come in beautiful gift boxes.

The V-P Thought the Salesman Was Off His Trolley, But . . .

Sometimes It's Smart to be Stupid!

BY G. J. TICOULAT

Vice-President, Crown Zellerbach Corp.

It is often wise to allow salesmen to work in their own way—within company policy of course—and to follow through on their own ideas. There is no substitute for the creative spark that keeps a man "alive" in his job and certainly none for the satisfaction he feels when he does get results from a course of action he believes in. There are even times when it makes sense to let a salesman follow through on something that looks stupid.

I am thinking of an experience we had with a man on our sales staff. One of our most important prospects in an industrial field told us that he was "plain stupid."

This is how "stupid" he was:

Tough Customer

The prospect, one of the largest users of multi-wall bags on the West Coast, had purchased all its bags from the same company for more than 15 years. We had been trying to obtain business from this firm for five years and had received little encouragement.

The purchasing agent was in favor of considering us as a supplier. The plant manager and the packing department foreman were neutral about it. The decision for purchasing policy rested with the vice-president in

charge of production. His word was law. In fact, what he said was gospel.

Our salesman, over the years, had taken a number of constructive suggestions to this firm in connection with its bag needs, none of which aroused any enthusiasm. Then, one day, our salesman saw a possible way to reduce the time required to fill the bags: over-all pinhole perforations to permit air to escape more readily from the bags. He took his story to the man who had come to be called the "bull," the v-p in charge of production.

The response? "How stupid can you get! The holes will let in air and the product will deteriorate."

The salesman was unconvinced. He had samples made. Once more he approached the "bull," and met the same response. "Stupid! Plain stupid!"

"Will you just let me try it? Make a test?" our salesman persisted.

You see how stupid he was. You're supposed to listen to a v-p in charge of production, especially if you hope to sell him some day, and not anger him with a pig-headed notion. But our salesman did not give up. He was sure his idea would work. The "bull" gave in—maybe to get rid of him—but kept insisting the whole thing was asinine.

An experiment was conducted along the lines suggested by our "simple" salesman. It was successful. Results

of the experiment were brought to the v-p by the plant manager and packing department foreman. Our salesman rushed to see the "bull."

He was greeted with, "Don't think you're so blankety-blank smart! That suggestion was made to me by two men with our present supplier."

Then the "bull," a smile beginning to show, bellowed, "I told both of them it was a ridiculous idea. They both dropped it like a hot potato. Smart men."

The "bull" continued, "But you, you're so blankety-blank stupid you went ahead and tried it anyway! So you've just earned yourself an order."

Picked Up Order

The salesman said, "Thank you," and, understandably dazed, turned to leave and pick up his order from Purchasing. He missed the door, walked into the wall, backed up, said goodbye, kept his eye steadily on the door and got out.

"You see what I mean," the "bull" chortled after him as he went rather blindly down the hall, "stupid . . . ramming your head against walls . . ."

But the wall of that company's resistance to our long-time selling efforts was down—thanks to our "stupid" salesman. **The End**



1956 PENNSYLVANIA FARM SHOW

Previewed in January 14, 1956 Issue
To Be Mailed Early January 3, 1956 Closing Date December 16, 1955

"If It's in PENNSYLVANIA FARMER It's Practical,"

Says B. Snavely Garber, Lancaster County, Pennsylvania

Every time a Keystone-state farmer picks up PENNSYLVANIA FARMER he finds something of value—something he can apply to his farm. PENNSYLVANIA FARMER is specially edited by men thoroughly familiar with Pennsylvania agriculture. No wonder PENNSYLVANIA FARMER is the favorite in 4 out of 5 farm homes!

Whenever you chart Pennsylvania farm income one fact stands out. It's unusually *steady*, month after month. It's right up there, too! Pennsylvania is a top-third state in farm income, a result of *planned diversification*. There's no dependence

on a single crop for a full year's income.

Your most practical way to reach this prosperous market is PENNSYLVANIA FARMER, published twice monthly to keep farm news—and your advertising—timely. You even save the cost of plates. PENNSYLVANIA FARMER, as well as two companion papers circulating in *steady* income areas—THE OHIO FARMER and MICHIGAN FARMER—are rotogravure printed. Get the *selling* story on these three low-cost mediums that produce a high number of customers with big buying power. Write 1010 Rockwell Avenue, Cleveland 14, Ohio.

PENNSYLVANIA FARMER

Harrisburg, Pennsylvania

THE OHIO FARMER, Cleveland, Ohio

MICHIGAN FARMER, East Lansing, Michigan

Training "Catalog Salesmen" To Do a Specialized Sales Job

Fold-up school equipment sells best when demonstrated, so Sico Manufacturing Co. filled salesmen's hands with nuts and bolts and an assortment of visual aids.

BY KERMIT WILSON
President, Sico Manufacturing Co.

No matter how perfect a product may be, it's no good to you unless you can sell it. And to sell it, you have to have salesmen who treat their catalogs and advertising material as the tools they are intended to be, and bear down on selling.

Those facts may be obvious but they're very important to a young, comparatively small company breaking into a national market with an entirely new product.

We at Sico Manufacturing Co., Minneapolis, have learned about salesmanship the hard way, but we think we are learning well. From a standing start less than five years ago, we now have distribution in 38 cities in the United States, a Canadian outlet covering seven cities, some of our products in Canada and an international export office which expects to do business in 30 countries.

Sico produces and sells cafeteria seating—folding tables and benches used increasingly in schools and industrial plants.

This is how we got into that field:

Under a different corporate setup, in which I no longer have an interest, we were making scaffolding from tubular steel. That led us into the production of bleachers for schools; we used slack production-line time. While in the schools we saw the shortcomings of so-called multipur-



COMBINING THE AGILITY AND FERVOR of an evangelist in his sales approach, Sico President Kermit Wilson often leaps onto one of his tables and jumps up and down to demonstrate construction strength. A couple of well-fed school board members once questioned strength of tables and Wilson soon had them bouncing too.

pose rooms, usually gymnasiums doubling as lunchrooms. Principal trouble: With lunchroom equipment folding into wall space needed in a gymnasium, the multipurpose rooms become no-purpose rooms.

About that time we noticed business newspaper articles calling attention to inadequacies in seating facilities in industrial plants. A photograph of a man sitting on a box to work on an airplane of the future was one illustration used.

Result was our decision to meet the seating challenge both in schools and industrial plants.

The first problems were entirely mechanical. We knew there were ways of building seating equipment which required no fastening to the wall, no attachments, no special arrangement of windows or facilities—folding tables and attached benches needing no locks, latches, or complex manipulation. Those problems were solved through use of advanced engineering methods, materials and products such as self-locking aircraft nuts and structural steel which strengthens itself when drawn into the tight turns necessary for a polished finished product.

About the time our first folding table and bench were ready for installation, in January 1953, we realized we had collided head-on with a

major sales problem. There was no adequate sales organization for the type of specialized selling we required because:

1. The school market is a "thin" market. To cover the field adequately, we had to cover 100% of the schools; if we were to cover 50% of the field, we would not necessarily get 50% of the available business. We had to cover it 100% to assess future sales possibilities—to compile a list of the places needing our product, to keep tab on those schools from start of construction to installation of equipment. In some cases, there was a lag of more than a year between the first sign of a sale and actual signing of the contract.

2. Schools are "good pay" but they are slow. Handling of contract settlements often drags on from one school board meeting to another. It's not realistic to expect salesmen to carry such accounts.

3. School board members like to buy from someone they know. They favor old suppliers with whom they have done business. Often a school board member knows, and has confidence in, some company already in the field. That kind of competition is hard to buck.

4. Salesmen can't afford to make the number of calls required—he may "sell" the superintendent on one



Manpower's amazing and here is the proof:
When shipping costs grew, the boss raised the roof . . .



Now the roof's back in place and the future looks bright,
Swift RAILWAY EXPRESS keeps his shipping costs light.

The big difference is

Whether you're sending or receiving, whether your
shipment is big or small, and whether it's
moving by rail or air—you'll find it pays to specify
Railway Express. It makes the big difference
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and truck routes that connect all America.



...safe, swift, sure

trip but is unable then to contact a key member of the board. On the next trip he may be able to reach the board member, but not an architect.

To cope with most of these problems, Sico decided to utilize old-line school supply companies—one top distributor to an area—and retrain individual salesmen, turning them from the catalog-type salesmen peculiar to the trade into specialty salesmen of our line of products. That is about the time I ceased to be a production man and became a salesman.

Our sales manager, W. C. Westberg, and I travel about 60,000 miles

a year, mostly to conduct meetings for distributor sales forces. By trial and error, we worked out a sales meeting formula which has helped these salesmen.

We arrived at these broad conclusions:

1. Salesmen generally are reluctant to get enthusiastic about any new product; they do become not only enthusiastic but excited, if you can get over to them an accurate picture of the sales potential.

2. To counteract hesitancy, we were intentionally conservative at the beginning of the meetings. We ac-

cepted invitations to make a one-hour presentation, then permitted the salesmen to draw us out on various sales approaches that had proved effective for us. Meetings, at the request of the salesmen themselves, always run over the allotted time. One, scheduled for an hour at Richmond, Va., was extended to three hours, then was continued after lunch for a total of five hours. The Richmond organization today is really selling.

3. Rather than a finished presentation which could be converted to a sales approach, we gave the salesmen a mass of factual information. For instance, when a salesman asks a question about strength of the tubular steel we use, we pass out sections of the tubes. We fill their hands with nuts and bolts and rivets, explaining why those particular ones were chosen and what part they play in the total construction picture. We figure—and this has proved itself—that if a salesman is adequately equipped with the basic facts, he'll be able to develop his own sales story and it will be tailored to his individual use.

The Competition's Story

4. We bear down on what the competition's story will be, outline in detail what the competition has, the good points and weak points of his equipment.

We do not encourage questions until toward the end of the session. We have found that by then most of the obvious questions will have been answered, and there is that much more time to spend on the intelligent inquiries that remain.

We learned that it was almost impossible fully to impress upon salesmen the value of an actual demonstration of the equipment they sell. They watch with full interest the demonstration we stage for their benefit, they are curious about the engineering ingenuity applied to the products. But they usually fail to see that an identical demonstration is even more needed when they make a presentation to a school board. One reason for this hesitancy is, of course, that the equipment is bulky; it is expensive to stage such demonstrations. Therefore they omitted them unless there was good indication of a sale in the offing.

We overcame that obstacle as much as possible by staging demonstrations ourselves in cases where distributors seemed lukewarm.

Example: Our sales manager, informed by a distributor that the school board in a Midwest city was friendly to the representative of a competing line and doubtlessly would buy from him, bounced into the city,

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put on a demonstration and made a sizable sale *although he was the highest bidder*. The purchaser merely had to be shown through demonstration that our equipment precisely fitted his needs and ultimately would cost less when figured over a period of years.

Another example: On the same trip our sales manager, aware of a sizable letting in a New York community and aware, too, that the local distributor seemed lackadaisical, flew into New York, hired a truck, went 30 miles in one direction to pick up one of our units, had it taken 30 miles in another direction for demonstration, and made a sale on the spot. The purchasers just wanted to be "sold" by seeing the equipment in operation.

We spared no pains, of course, to bring these and other examples of on-the-spot action, and resulting profits, to the attention of salesmen at meetings with distributor staffs.

To combat this lethargy, and to round out more fully the sales organization, we took other action:

1. We went into exhibitions such as that of the National School Service Institute, conducted each year in Chicago for some 500 manufacturers and 450 distributors, to build up a distributor organization.

Shows Result in Orders

2. We went into school trade shows such as that of the American Association of School Administrators, where we demonstrated to prospective purchasers in the school systems. These shows have resulted in a considerable volume of inquiries and orders.

3. We set up a direct mail advertising division.

4. We developed, without regard to cost, the best visual aids salesmen can use when demonstrations are impossible.

The trade shows we found to be an expensive means of merchandising, but worth the money. A demonstrable item sells itself. At the last Chicago show of the school service institute it was necessary repeatedly to close the doors to permit wheeling the equipment around and staging the demonstrations.

As a result of inquiries from the shows, we worked our personalized letters to thank the inquirer for his letter, tell him the name of the nearest distributor and give him the standard literature.

A copy of the letter and another form went to the distributor. The form gives the distributor information about the kind of inquiry made and

asks several questions, for Sico's information, as to disposition of the inquiry.

Return of these forms became important in our evaluation of distributors. In some instances a distributor reported that the inquirer was actively interested, that a demonstration had been made, that another meeting had been set up, that chances looked good for a sale. In some cases the report showed that the distributor had "sent literature," and that was the sum-total of the action taken. When we got too many "sent litera-

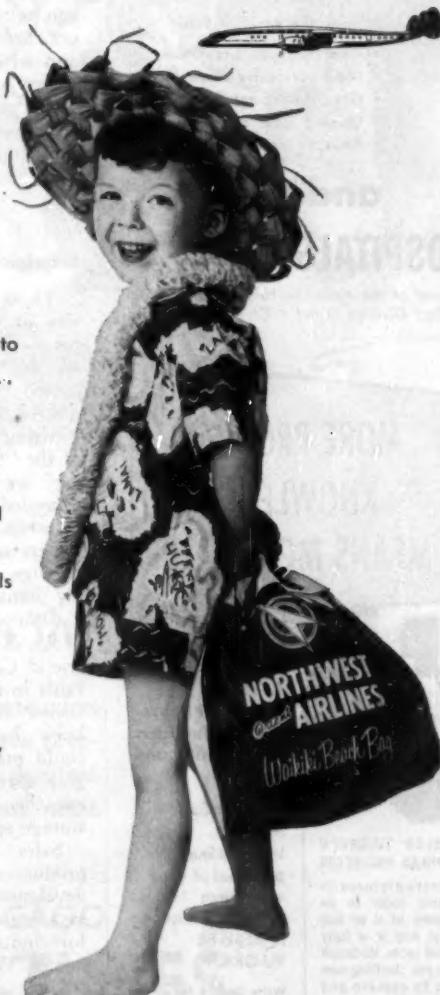
ture" reports from an individual distributor, we took another look and made some changes.

We found, after a time, that some distributors objected to the extra work of filling out the reports and the implication that we were checking on them.

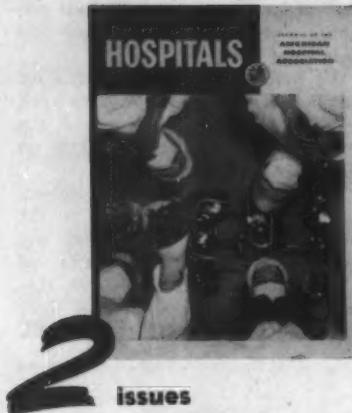
Now we send a self-addressed, stamped inquiry card directly to the inquirer. Simply by checking squares he lets us know whether he received a brochure, whether he wants further information on a specified unit, whether he wants a salesman to call,

"Look who won the sales contest"

All the family stands to join in the fun on an all-expense trip to world-famous vacation-spots... when you offer your salesmen Airventure Incentives as Grand Prize in your sales contests. So all the family will stand behind each of your men, giving the extra encouragement that leads to extra sales. Profits can jump to an all-time high... salesmen will find it easy and fun to work harder. Call your nearest Northwest office today to get complete details on the Airventure Incentive plans perfectly-tailored to meet any budget.



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whether he wishes to remain on the mailing list.

That kind of operation has met with a hearty response from distributors. In their view it assures both distributors and Sico that the prospective customer is properly serviced.

Initial stage in the introduction of a product to a national market by a young company has demonstrated some basic steps to us. They rank in about this order:

1. Get salesmen to demonstrate your product when at all practical.
2. Participate in trade shows.
3. Use visual aids.
4. Work out the right kind of literature and educate salesmen in its proper use.

Has it been worth the effort?

We started, less than five years ago, with an idea; then came a product. Seeing a need in the school field and an opportunity to fill that need led us into salesmanship. The "thin" school market showed us the necessity of developing specialized salesmanship and use of flopover easels and other visual sales aids.

Inquiries Sought

These sales tools, with the exception of visual aids, were inadequate for us in the industrial field; there we use direct mail promotion, supported by national media advertising slanted to produce customer inquiries.

Using direct mail in the promotion of the "Sico system of cafeteria seating" we discovered that if you have a needed product plus forceful salesmanship, you accumulate such customers as the Ford Motor Co. (Rouge plant and Dearborn assembly plant.)

Others include the Fairless Works of U. S. Steel Corp., General Electric in Cleveland and Frisch's restaurants in several states. The last-mentioned discovered that whereas they knew how to seat customers, they could profitably use our products to give their own employees a place to eat, then whisk the unit into a small storage space.

Sales imagination, coupled with production-line skill, has resulted in development of other products such as a regulation-size table-tennis table for industrial plants, schools and homes. We were able to use the same folding undercarriage found in the cafeteria seating equipment, and are now selling the idea that you can banish the cafeteria equipment and roll in recreational equipment, giving honest multiuse of space available.

Has it paid off?

Sales, in less than five years, have



About Kermit Wilson

Kermit Wilson is a tinkerer who became a salesman through necessity.

This man, who at the age of 13 submitted plans for a sawdust-powered combustion engine to Henry Ford (and got a personal thanks in return), eventually worked out an entirely new line of portable rollaway tables and benches for industrial and school use.

He then discovered that having a product to fill a need and a production line to turn it out are valueless if sales don't keep pace.

So he became a salesman, learned how to conduct sales meetings, how to use direct mail advertising, how to choose business media to do the best job for his products. While developing visual aids and demonstration procedures, he turned over responsibility for much of the plant operation to his wife, Lavinia, a full-time officer of the company.

Wilson was 39 last March.

leaped from nothing to a half-million dollars and should go well over that figure this year.

The company currently is being divided into school and industrial divisions, in an effort to give adequate attention to both.

Personally, I am bearing down on the sales end. Being a production-line man has its satisfactions, but salesmanship is fun.

The End



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OCTOBER 15, 1955



ROSS CORBIT, Hiram Walker's president, surrounded by his gift-wrapped brands.

No '55 Decanters for Hiram Walker

This Christmas, Canadian Club and 28 other Walker brands will be sold in a regular bottle, gift-wrapped at the factory, at no extra cost to dealers or consumers.

Ross Corbit, president of Hiram Walker, Inc., is ready to put his money down for one of the biggest bets of his 26-year marketing career.

The bet: that gift-wrapped regular fifths of Canadian Club, Imperial, and 27 other brands of this Hiram Walker-Gooderham & Worts subsidiary will outsell the decanters of the liquor industry's Big Three—Seagram, National Distillers, and Schenley.

Corbit decided 10 months ago to spend millions in tooling up to "break out of the jungle of glass," as he calls the decanter battle. At that moment his principal blend competitor, Calvert Distilling Co., was laying plans to bring out its first decanter.

Corbit intends to lie low until De-

cember 1. Then he will spend \$333,333.33 in each of the following three weeks for advertising and sales promotion.

But he already has invested millions of dollars in new packaging machinery and in rearrangement of two plants for his monumental gift-wrap ping gamble.

When news of Walker's "Luxury Wraps" began to leak in September, several things happened. Seagram, which failed to find the pay-off last year with metal servers attached to standard bottles at 50 cents to 75 cents extra, issued a statement saying 7 Crown would be gift-wrapped this fall. The next morning Seagram telegraphed a cancellation of the news. Now Seagram has announced again

that the famous 7 Crown, the top-selling whiskey blend, will be wrapped in a choice of blue or red paper decorated with white snow flakes, bearing no brand identification.

The Walker announcement was issued in September, but with penciled-in instructions to editors to hold for release in October. If Seagram and Walker desired to be first with the news, but not too early to lose publicity during the selling season, they both lost out to the much smaller Glenmore Distilleries Co., which was first to announce its gift-wrap program—and stick to it.

The House of Seagram, Inc., is hedging its bets. The managers of its competitive brands will slug it out this Christmas season. Seagram's 7 Crown will be gift-wrapped, but its Frankfort subsidiary's popular Four Roses, a best-selling brand at Christmas, will be marketed in a modernistic quart decanter.

Corbit doesn't appear to be worried about his big-league decanter com-

It's in the news—It's Advertised in...

TIME

THE WEEKLY NEWSMAGAZINE



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 Phoenix—Lightning Mov. & Whse. Co., Inc.
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 Fort Smith—O. K. Tfr. & Stge. Co., Inc.
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 Beverly Hills—Beverly Hills Tfr. & Stge. Co., Inc.
 Burlingame—Costar Van & Stge.
 Camarillo—Werner Bros. Tfr. & Stge. Co.
 Concord—R. R. (Richardson-Riegger) Van & Stge. Co.
 Covina—Fleetwood Whse. Co.
 Dixon—West Coast Freight & Storage
 Hills Tfr. & Stge. Co.
 Escondido—Escondido Stge. Co.
 Eureka—Olsen Moving & Stge.
 Fresno—Colonial Van & Stge. Co.
 Owl Transfer Co.
 Hollywood—Beverly Hills Tfr. & Stge. Co., Inc.
 Imperial—Escondido Stge. Co.
 Inglewood—Arbor Vitae Tfr. & Stge. Co.
 La Habra—A. R. (Richardson-Riegger) Van & Stge. Co.
 Lancaster—Keltner Van & Stge. Co.
 Long Beach—Long Van & Stge.
 Southwest Van & Stge. Co., Inc.
 Wharf Van & Stge. Co., Inc.
 Los Angeles—Beverly Hills Tfr. & Stge. Co., Inc.
 Fidelity Van & Stge. Co., Inc.
 Lambert's Van & Stge.
 Southwest Van & Stge. Co.
 Los Gatos—McDonald Van & Stge. Co., Inc.
 Marysville—Sorenson Drayage Van & Stge.
 Merced—Colonial Van & Stge. Co., Inc.
 Modesto—Modesto Tfr. Co.
 Monterey—California Van & Stge. Co.
 Napa—Harris Van & Stge.
 Oakland—Lyon Stge. & Moving Co.
 Market Street Van & Stge. Inc.
 Oceanside—Caribabad—Triangle Tfr. & Stge. Co.
 Ontario—Harvel's Tfr. & Stge.
 Orange—Capitol Van Lines
 San Jose—San Jose Mv. & Stge. Corp.
 Palms—Palms Alto Tfr. & Stge. Co.
 Pasadena—Farley Bros. Mov. & Stge., Inc.
 Paul's Mov. & Stge. Co., Inc.
 Pomona—Stine Tfr. & Stge. Co.
 Redding—Shultz Tfr. & Stge. Co.
 Richmond—McGee's Van & Stge. Co.
 Riverside—Riverside Tfr. & Stge. Co.
 Sacramento—H. Jones Express Stge. Co.
 San Joaquin—San Joaquin Tfr. & Stge. Co.
 Salinas—Cahoon Tfr. & Stge. Co.
 San Bernardino—Associated Van & Stge. Co.
 San Diego—Ac Van & Stge. Co., Inc.
 Atascadero—Atascadero Tfr. & Stge. Co.
 San Fernando—LaGame Tfr. & Stge.
 San Francisco—City Tfr. & Stge. Co.
 Market Street Van & Stge., Inc.
 San Francisco Stge. Co.
 San Jose—Erickson Van & Stge.
 San Mateo—Oceanside Transfer
 San Mateo—Macy's Peninsula Van & Stge. Corp.
 Santa Ana—Long Van & Stge.
 Santa Barbara—Hazelwood Whse. Co.
 Santa Barbara—Santa Barbara Ship's Delivery Service
 (Van & Stge.)
 Santa Rosa—Santa Rosa Tfr. & Stge. Co.
 Stockton—Rudloff Van & Stge.
 Upland—Mendocino Tfr. & Stge. Co.
 Upland—Upland Tfr. & Stge. Co.
 Valley—McGee's Van & Stge. Co.
 Van Nuys—Valley Mv. Service
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JOCYE BROS. CO.—Jocye Bros. Co., Inc.

JORDAN STAGE & VAN CO.—Jordan Stage & Van Co., Inc.

MC CALLISTER STAGE CO.—Mc Callister Stage Co., Inc.

PICKENS KANE MV. & STGE. CO.—Pickens Kane Mv. & Stge. Co., Inc.

WHITE STAGE & MOVING CO.—White St. Stage & Moving Co., Inc.

THIRTY FIFTH STREET STAGE CO.—Thirty Fifth Street Stage Co., Inc.

WHITE STAGE & VAN CO.—White St. Stage & Van Co., Inc.

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WYOMING STAGE & MOVERS—Wyoming Stage & Movers

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DANVILLE—Danville Tfr. & Stge. Co., Inc.

DECATOR—Herman Bros. Tfr. & Stge. Co., Inc.

DE KALB—Blue Van & Stge.

EIGIN—Eigin Whse. & Equipment Co., Inc.

EINHORN—Safety Mv. & Stge. Co., Inc.

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EVANSTON FIREPROOF WHSE.—Evans Fireproof Whse., Inc.

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JOLLET—Jollet Whse. & Tfr. Co., Inc.

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OAK PARK—Jackson Stge. & Van Co., Inc.

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INDIANA

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EVANSVILLE—Belmont Mv. & Stge. Co., Inc.

FORT WAYNE—Wayne Stge. Co., Inc.

GARY—James J. Burke Stge. & Van Co., Inc.

HAMMOND—Johnson Tfr. & Stge. Co., Inc.

INDIANAPOLIS—Shawne Whse., Inc.

INDIANAPOLIS STAGE & MOVING CO.—Ind. Stage & Co., Inc.

KOKOMO—Somera Whse. & Van Co.

LA FAYETTE—Ardapple Stge. & Van Co., Inc.

LA PORTE—Meinke & Sons, Inc.

LYNCHBURG—Spencer Tfr. & Stge. Co.

MICHIGAN CITY—Haviland & Sons, Inc.

NEW ALBANY—Wright's Mv. & Stge. Co.

NEW CASTLE—Rose City Tfr. & Stge. Co.

NEW HAVEN—Menger Tfr. & Stge. Co.

NEW YORK NATIONAL STAGE CO.—New York National Stage Co., Inc.

NEW YORK STATE STAGE CO.—New York State Stage Co., Inc.

NEW YORK STAGE CO.—New York Stage Co., Inc.

St. Joseph—Brown Tfr. & Stge. Co., Inc.
Brown Land—White Mover & Storage Co., Inc.
Fremont—Movers & Storage Co., Inc.
Springfield—General Whse. Corp.
University City—Blitzmoor Moving & Storage Co.

MONTANA
Billings—White Line Tfr. & Stge. Co., Inc.
Buena—Jones Stge. & Tfr. Co., Inc.
Great Falls—Great Falls Terminal Whse. Co.
Holiday Capital City—Tfr. & Stge. Co.
Miles City—Nugent's Tfr. & Stge.

NEBRASKA
Chadron—Olson's Moving & Storage Lines—Star Van & Stge. Co., Inc.
Omaha—Bro. Bros. Van & Stge. Co., Inc.
Gordon Stge. Whse., Inc.
Scottsbluff—Merchants Tfr. & Stge. Co.

NEVADA
Carson City—Carson City Tfr. & Stge.
Las Vegas—Las Vegas Tfr. & Stge. Co.
Reno—Bender Whse. Co.

NEW HAMPSHIRE
Manchester—Kimball & Brown Van & Stge. Co.
Portsmouth—L. V. Regan Moving & Stge.

NEW JERSEY
Ashbury Park—A. G. Rogers, Inc.
Bayonne—Goodman Whse. Corp.
Bradley Beach—Anderson Bros. Inc.
Cameron—Allen & Allison, Inc.
Closter—Robbins & Allison, Inc.
Dever—Brown's Stge. Co., Inc.
East Orange—Orange Stge. Whses., Inc.
Elizabeth—Benton & Holden, Inc.
Welleside—Englewood & Moving Co.

Joseph E. Quirk Fireproof Whses.
Jersey City—Goodman Whse. Corp.
Lakewood—A. G. Rogers, Inc.
Midland Park—W. W. Hoffman, Inc. (Sturt Stage, Co.)
Montclair—E. E. Leahy, Inc.
Montclair—Fireproof Stge. Whse., Inc.
Mullen—Whse., Inc.
Metuchen—Brown's Stge. Co., Inc.
Newark—Chelsea Model Whse. Co.
Job De Camp, Inc.
Knickelbocker Stge. Whse. Co., Inc.
New Brunswick—New Brunswick Stage Co., Inc.
Paterson—Safety Storage Co., Inc.
Point Pleasant—A. G. Rogers, Inc.
Red Bank—Anderson Bros. Inc.
Ridgewood—Walter W. Hoffman, Inc.
South Orange—South Orange Stge. Corp.
Summit—The Summit Express Co., Inc.
Trenton—Ferry Express & Stge. Co., Inc.
Westfield—Henry P. Townsend Moving Stge.

NEW MEXICO
Albuquerque—El Paso Tfr. & Stge. Co.
Albuquerque—Bender Van & Stge.
Springer Tfr. Co., Inc.
Carlsbad—Southern New Mexico Whse.
Deming—Brom Motor Express
Gallup—White Elephant Stge. & Tfr.
Hobbs—Younger Supply
Roswell—Linton Tfr. & Stge. Inc.
Santa Fe—Wilson Tfr. & Stge.

NEW YORK
Albany—John Vorel, Inc.
Amsterdam—Hiley Mfg. & Stge.
Binghamton—Geo. E. Treys
Bronxville—Granata Moving & Storage, Inc.
Bronxville, Inc.
Bronxville—The Eagle Whse. & Stge. Co. of Brooklyn, Inc.
Long Island—Whse., Inc.
Reliable Van & Stge. Co.
Secure Storage—Whse., Inc.
West Hi—Strange Whse., Inc.
Thomas Bros.—Fireproof Whses., Inc.
Buffalo—American Household Stge. Co., Inc.
Cold Spring—Tfr. Co., Inc.
Dye—Stage Co.
Niagara—Van Whse., Inc.
Cooperstown—Mitchell Moving & Stge.
Elmira—A. C. Rice Stge. Corp.
Far Rockaway, L.I.—John Winkler's Corp.
Flushing, L.I.—Cirker's Flushing Stge. Whse., Inc.
Dane & Murphy, Inc.
Forest Hills—Haggen Vans & Stge.
Munich Brothers—Stge. Co., Inc.
Great Neck, L.I.—Great Neck Stge. Co., Inc.
Hempstead, L.I.—Hempstead Stge. Corp.
Hornell—Santon Trucking Co.
Jackson Heights, L.I.—Fred G. Kelley, Inc.
Jamesport—Chautauqua Stge. & Tfr. Co., Inc.
Larchmont—Chelsea Fireproof Stge. Corp., Inc.
Manhattan—Lightbody Bros. Stge., Inc.
Mt. Vernon—Chelsea Fireproof Stge. Whses., Inc.
New Hartford—DeVall's Moving & Storage, Inc.
New Rochelle—Lightbody Bros. Stge., Inc.
New York City—Atlas Stge. Co., Inc.
Auto Van White Corp.—Van Co., Inc.
Century Moving & Storage, Inc.
Chester—Fireproof Stge. Whses., Inc.

Cirker's-Hayes—Hayes Stge., Inc.
Cirker's—Mov. & Stge. Co., Inc.
Dunker—R. R. Inc.
Dover Stge.—Whse., Inc.
Fidelity Storage—Whse., Inc.
Fordham—Whse., Inc.
General Mov. & Stge. Co., Inc.
Gilbert—Stge. Co., Inc.
Kindermann—Fireproof Stge. Whses., Inc.

Lee Brothers—Stge., Inc.
Liberty Freight—Fwdg. & Whse. Co.
Local Mov. & Stge. Corp.
The Manhattan Stge. & Whse. Co., Inc.
Ploughkeepsie—Evans Mount Pleasant Van Stge., Inc.
Ridgefield Hill, L.I.—New Gardens Whse., Inc.
Queensboro—Whse., Inc.
Rutherford—Allen-Amerivue Tfr. & Stge. Co., Inc.
Ryan—H. Gruman Co., Inc.
Se. Glen Falls—Barney Sullivan Staten Island—Richmond Stge. Whse., Inc.
Syracuse—King Stge. Whse., Inc.
Systems-Eurostructure Forwarding Co., Inc.

Utica—DeVall Mov. & Stge. Corp.
Jones-Clark—Trucking & Stge. Co., Inc.
White Plains—Allen Evans & Sons, Inc.
White Plains, L.I.—Dallas' Stge. Whse.
Yonkers—Feuer Whse., Inc.
McCann's Whse., Inc.

NORTH CAROLINA
Asheville—Allen-Amerivue Tfr. & Stge. Co.

Charlotte—Carolina Tfr. & Stge. Co., Inc.

Durham—Jourdan Tfr. Inc.
Fayetteville—M. M. Smith Stge. Whse.
Gastonia—Carolina Tfr. & Stge. Co.
Greensboro—South Atlantic Bonded Whse. Corp.

Hendersonville—Whle Tfr. & Stge. Co., Inc.

Jacksonville—Capitol Van Lines

Raleigh—Hobby's Tfr. & Stge. Co., Inc.
Wilmington—Furr Tfr. & Stge. Whse.
Winston-Salem—Lents Tfr. & Stge. Co., Inc.

NORTH DAKOTA
Bismarck—Al's Tfr.

Fargo—Adams Inc.

Orthwest Van & Storage Inc.

United States Tfr. Co., Inc.

Grand Forks—Kedney Whse., Inc.

Williston—Williston Tfr. & Stge. Co., Inc.

OHIO
Akron—Jones Van & Stge. Inc.

Knickelbocker—Whse. & Stge. Co., Inc.

Ashland—R. L. Blakely

Cambridge—A. J. McElroy Tfr. & Stge. Co.

Canfield—The Cummins Stge. & Whse., Inc.

Cincinnati—M. Newton Mov. & Stge.

The Fred Page Stge. Co., Inc.

The Security Stge. Co., Inc.

Cleveland—Corrigan Brothers, Inc.

Dayton—Lincoln Stge. Co., Inc.

Delaware—Tilton Tfr. & Stge. Inc.

Mansfield—Pringle Tfr. & Stge. Inc.

Marion—Wright Tfr. & Stge. Co., Inc.

Newark—Athaliah Security Tfr. & Stge. Co.

Ravenna—Burbank Van & Stge., Inc.

Springfield—W. F. Byerman, Inc.

Steubenville—The Z. L. Travis Tfr. & Stge. Co.

Taylor—Lee Stge. Co., Inc.

Safety Stge. & Tfr. Co., Inc.

Warren—Burbank Van & Stge., Inc.

Zanesville—Walter C. Thompson Tfr. Co.

OKLAHOMA
Altus—Advance Mfg. & Stge. Co.

Ardmore—Advance Mfg. & Stge. Co.

Duncan—Advance Mfg. & Stge. Co.

Enid—Eagle Mfg. & Stge. Co., Inc.

Lawton—O K Tfr. & Stge. Co.

McAlester—O K Tfr. & Stge. Co., Inc.

Muskogee—Muskogee Tfr. & Stge. Co., Inc.

Oklahoma City—Mercury Van & Stge. Co.

O Tfr.—Tfr. & Stge. Co., Inc.

Ponca City—Ponca City Tfr. Inc.

Tulsa—Jon Hodges Fireproof Whses., Inc.

Page Stge. & Van Lines

OREGON
Albany—Independent Motor Transport

Astoria—City Tfr. & Stge.

Covallis—Independent Motor Transport

Eugene—Berlach Tfr. & Stge. Co.

Fairfield—Fleming Tfr. Co.

C. M. Olson—Tfr. & Stge. Co., Inc.

Oregon Tfr. Co.

Salem—Red Star Tfr. Co., Inc.

PENNSYLVANIA
Allentown—Arthur W. Glass

Bethlehem—Arthur W. Glass

Bryn Mawr—Roy & Christie Transit Corp.

Doers—Al Zeffiro Tfr. & Stge. Inc.

East Me Keesport—Troy Tfr. & Stge.

Erie—Irwin Transportation Co.

Harrisburg—M. F. Rooney Stge. Co.

Lancaster—Jimmy Wilson, Jr. Stge. of

Lancaster.

Lansdowne—R. J. Robinson Stge. Whse. Lebanon—Lebanon Stge. Co.

Lebanon—W. E. Minium Mov. & Stge.

New Castle—Keystone-Lawrence Tfr. & Stge. Co.

New Cumberland—M. F. Rooney Stge. Co.

Olli City—Hanna Tfr. Co.

Philadelphia—Advance Stge. Co.

(Add'l Transportation Co.)

Federal Stge. Whse.

Fidelity—20th Century Transportation Co.

Germanstown—Fireproof Stge. Co., Inc.

Hillsidebrand—Brothers

Security Transportation Co.

Pittsburgh—Blanket's Transportation Co., Inc.

Donaldson—Tfr. & Stge. Co., Inc.

Harrisburg—Keenan Stge. Tfr. Co., Inc.

Murdoch—Tfr. & Stge. Co., Inc.

Ed Werner—Tfr. & Stge. Co.

Reading—Central Warehousing Service

Scranton—Cawley Bros. Van Lines

Wilkes-Barre—Trexler Bros.

Williamsport—Williamsport Stge. Co.

York—Jimmy Wilson, Jr. Stge. Co.

RHODE ISLAND
Providence—Cady Moving & Stge. Co., Inc.

Greens Stge. Whse., Inc.

SOUTH CAROLINA
Charleston—McAllister Tfr. Co., Inc.

Columbia—Boineau's, Inc.

Greenville—Tennille Whse. Co., Inc.

Spartburg—Brock Tfr. & Stge. Co., Inc.

SOUTH DAKOTA
Aberdeen—Jobbers Whse. Co.

Huron—Huron Transfer

Sioux City—Green Dr. & Stge. Co.

Mitchell—George T. Tobin Co., Inc.

Rapid City—North Western Whse. Co., Inc.

SIOUX CITY—Wilson Stge. & Tfr. Co., Inc.

Watertown—Dakota Whse. Co., Inc.

YACHTING—Cochran Stge. & Tfr. Co., Inc.

TEXAS
Arlington—Jobbers Whse. Co.

Bryan—Crabtree Tfr. & Stge. Co., Inc.

Commerce—DeSoto Stge. & Van Co. O. K. Stge. & Tfr. Co., Inc.

Nashville—Bond-Chadwell Co., Inc.

Central—Central Van & Stge. Co., Inc.

Sanderson Tfr. & Stge. Co., Inc.

Oak Ridge—R. K. Smith Mfg. & Stge. Co., Inc.

TEXAS
Abilene—J. D. Moore Tfr. & Stge. Co., Inc.

Amarillo—Armstrong Tfr. & Stge. Co., Inc.

M. L. Tfr.—M. L. Tfr. & Stge. Co., Inc.

Austin—Austin Fireproof Whse. Co., Inc.

Roberto—Van & Stge. Co., Inc.

Beaumont—Texas Stge. Co., Inc.

Big Spring—Big Spring Bonded Whse. & Stge. Co., Inc.

Brownwood Tfr. & Stge. Co., Inc.

Brownwood Tfr. & Stge. Co., Inc.

Corpus Christi—Crocker Tfr. & Stge. Co., Inc.

Dallas—Binyon-O'Keefe Stge. Co., Inc.

Denton—T. T. & Terminal Tfr. & Stge. Co., Inc.

Fort Worth—T. T. & Terminal Tfr. & Stge. Co., Inc.

Houston—Luthier Tfr. & Whse. Co., Inc.

Killeen—T. T. & Terminal Tfr. & Stge. Co., Inc.

Laredo—J. C. Netzer Co.

Longview—Roy Wilson Tfr. & Whse. Co., Inc.

Lubbock—Luther Tfr. & Stge. Inc.

McAllen—Fidelity Bonded Whse. Co., Inc.

Mineral Wells—Mineral Wells Van & Stge. Co.

Odessa—Luther Tfr. & Whse. Co., Inc.

Pearl—Porter's English Tfr. & Stge. Co., Inc.

San Angelo—Luther Tfr. & Whse. Co., Inc.

San Antonio—Soobey Fireproof Stge. Co., Inc.

Taylor—Stone Tfr. & Stge. Co.

Turkana—Huntington Tfr. & Stge. Co.

Tyler Tfr. Co., Inc.

Victoria—Dean Truman Van & Stge. Co., Inc.

Waco—Texas Fireproof Stge. Co., Inc.

Wichita Falls—Weatherford Tfr. & Stge. Co., Inc.

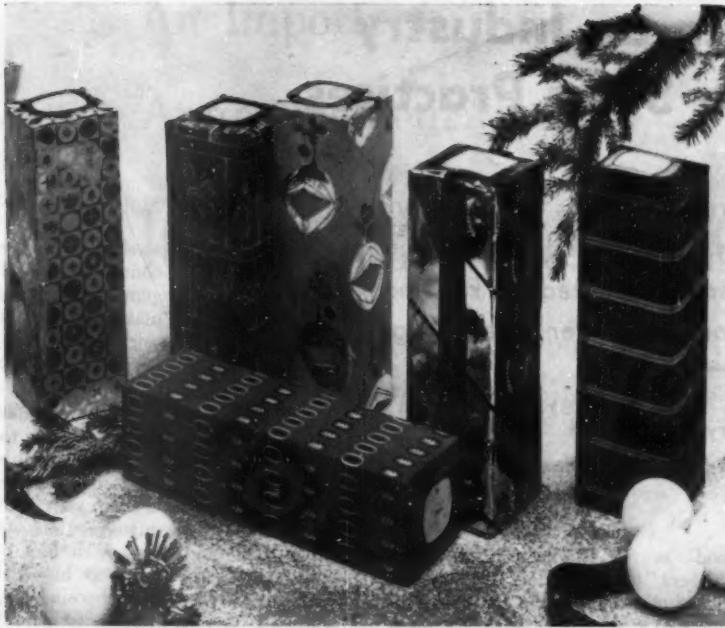
Westaco—Fidelity Bonded Whse. Co., Inc.

Wichita Falls—Tarry Whse. & Stge. Co., Inc.

WICHITA FALLS—Tarry Whse. & Stge. Co., Inc.

WICHITA FALLS—Terry Tfr. Co., Inc.

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GIFT-WRAPPED HIRAM WALKER brands are offered in the regular bottle enclosed in a plain white carton by Consolidated, wrapped in Reynolds' colored foil and protected on the shelf by Andre Kleerwrap's Du Pont cellophane, which bears the brand identification. The wrap is held by an Avery pressure seal which can be opened to allow insertion of a gift card. Wrappings suggest the product: green for creme de menthe, brown for creme de cacao. For Canadian Club, regal lions and ribbons. For Imperial, the largest selling Walker brand: white on red. Wrappings, not identified specifically with Christmas, open the way for sales for birthdays and other occasions.

petition. He believes he has a major point of difference in his gift packaging. A few days after January 1, as final reports flow to his desk in Detroit's Penobscot Building, he will learn whether he has booted home a winner—or booted his 1955 marketing opportunity.

All along Corbit has had one eye on the consumer and another on the liquor dealer. "On January 2," he has been telling distributors and dealers, "you can unwrap any leftover bottles and throw away the trimmings."

The battle of the decanters vs. gift-wrap will be fought in the package stores.

Tubie Resnick, executive vice-president, Calvert Distillers Co., told sales meetings this fall:

"We are getting into the decanter race this year because we lost out in 1954. Decanters don't sell well after January 1, so we thought we were doing the retailer a favor when we gave him a standard bottle in a gift cannister which he could throw away after the holidays.

"We saw to it that the dealer wouldn't be stuck with a decanter," continues Resnick, "and what did he do? He said, 'I can always sell these

standard bottles, I'd better shove my decanters,' and Calvert missed a lot of sales."

So that part of the Seagram empire will push the decanter hard this Christmas season.

Walker's "Luxury Wrap" plan had its origin in an ill-fated holiday effort back in 1953. Thousands of retailers were introduced to high-style merchandising and persuaded to invest in ribbons and wrappings as a customer service. For two weeks before Christmas most retailers were too busy to use them or else brought in extra help and lost money on the operation.

Although this approach was discarded, Walker's continued interest in personalized giving was shown last year. A decanter was issued for Walker's Deluxe bourbon, accompanied by a piece of gold leaf for the purchaser to stencil greetings right on the bottle.

Last January so many of these decanters were left over that the firm is offering the remainder this Christmas to get back its 25 cents apiece.

The liquor industry, at a virtual standstill since 1950, calls for take-it-from-the-other-fellow marketing. Per capita purchases of distilled

spirits in 1954 were \$26.68 for 1.18 gallons vs. 1950 purchases of \$25.59 for 1.26 gallons.

The heat of the competitive battle causes top executives to place a high value on secrecy of merchandising plans.

Corbit's gift-wrap program was dubbed "Project Manhattan" and put under the direction of Harold Dols, merchandising manager.

Only a few company men knew the secret of the Manhattan project, and only the presidents of companies supplying the wrapping and wrapping machinery knew the identity of their customer.

The foil produced by Reynolds Metals Co. was not billed openly to Hiram-Walker, but to R. S. Reynolds, Jr., president. The cellulose ribbon and the machines for tying it were made by Minnesota Mining & Mfg. Co. and billed to its president, H. P. Buetow.

Corbit and Dols soon saw that nothing short of complete mechanization of the gift-packaging would make it possible to ship the volume they were counting on. Equipment adequate for the job did not exist.

Carton-forming equipment was designed by R. A. Jones & Co. and wrapping units were created by Battle Creek Packaging Machinery Co. Hiram Walker picked up part of the development costs.

Corbit looks to his heavy media investments to cover his big plant expenditures.

The \$1 million he is throwing into three weeks' advertising, commencing December 1, will reach an estimated 75 million prospects, according to Donal J. O'Brien, vice-president and director of advertising and sales promotion.

Some 250 newspapers in major markets will carry full-page advertisements for Walker's entire 31-brand line. Color will be used, where available. As a follow-up, 1,000-line ads will feature individual products.

Magazine advertisements will bring the media list to 300 publications. Fifteen different color magazine ads, some as spreads and all in four colors, will swell the intensive campaign investment to one million lines.

In stores, self-service stands produced by the display division of Gibraltar Corrugated Paper Co. will set off the "Luxury Wraps."

"With the addition of hundreds of 30-sheet posters and painted signs," claims O'Brien, "the campaign will reach nearly every American adult." Corbit adds that the campaign represents "more support than has ever been put behind a single idea in the liquor industry."

The End

How to Survive in an Industry Tarred with Poor Sales Practices

The Rich Plan has had imitators; it still has competition, but it has achieved leadership in the food-and-freezer field by being honest, aggressive and dedicated to keeping satisfied customers. 100,000 housewives can't be wrong!

An interview by Mary K. Pirie with
KRANTZ KELLER • President, Rich Plan Corp.

Today the Rich Plan Corp. appears to have a long lead over any competitor — perhaps all competitors combined. It is the only exclusively food-and-freezer firm operating on a national scale, promoted with national advertising.

The idea John Rich had in 1946 was simple: to sell freezers and food together, direct to consumers, financing consumer purchases through banks. John Rich's credentials were typically American. He owned a small electrical appliance shop in Los Angeles when he tested the idea of food-freezer selling that was to revolutionize food-buying habits in more than 100,000 homes by 1955.

Now more than 100 franchised dealers handle only the Rich Plan. And the freezer-filling method of food-buying has been adopted by many housewives who are not Rich Plan members.

President Krantz Keller cites two chief reasons why early imitators failed, and why Rich Plan has survived and shown a healthy growth:

1. Imitators' advertising often used a certain amount of misrepresentation, particularly in regard to food savings. Some got themselves way out on a limb, with Better Business Bureaus baying beneath about fraudulent advertising.

Rich Plan adheres to a "clean" selling policy.

2. Not understanding the food-and-freezer business in its entirety, imitators picked up isolated Rich Plan features, applied them ineffectively.

Rich Plan sells not just freezers or food, but a well-rounded, carefully integrated service to the ultimate consumer through the dealer.

"Other organizations have sold

food as an inducement to buy freezers," says Keller. "Rich Plan sells, not primarily food or freezers, but a new way of living. We show the housewife how to (1) save many of the hours she once spent trekking to the grocery, (2) enjoy more time with her family by preparing meals and freezer-storing them for future use, (3) save money through volume buying, and (4) feed her family

better, on vitamin-packed, choice foods."

After the housewife buys her freezer, Rich Plan continues to "sell" her new meal-management methods so that she will get maximum benefits from her Rich Plan membership—and talk about those benefits to her friends.

The Rich Plan dealer is an independent businessman. From the moment his franchise is granted he receives much the same help and cooperation as would a chain store unit. A divisional sales manager and national field men work with him on every phase of setting up his Rich Plan operation, from choosing and equipping physical premises to arranging for purchase of customer contracts by a local bank or finance company. Contracts are guaranteed by the Rich Plan Corp. and the Carrier Corp.

A company sales manager trained at Rich Plan's national school in Dallas becomes the dealer's employee. He



SERVICE TO CUSTOMERS is the foundation of the Rich Plan's success. Dealers deliver foods direct to the freezer, saving housewives many marketing hours. They'll even make deliveries in the evening, when the housewife has a day job.

An Important Announcement ▼ ▼ ▼

TO ALL INDUSTRIAL MARKETING MEN

... who wish to strengthen Sales

in these 28 vital Categories ▼ ▼ ▼

Total manufacturing
Food & kindred products
Tobacco manufactures
Textile mill products
Apparel & fabric products
Lumber & wood products
Furniture & fixtures
Paper & allied products
Printing & publishing

Chemicals & allied products
Petroleum & coal products
Rubber products
Leather & leather products
Stone, clay & glass
Primary metal industries
Fabricated metal products
Machinery (except electrical)
Electrical machinery, equipment, etc.
Transportation equipment

Instruments & related products
Miscellaneous manufacturing
Mining
Contract construction
Public utilities
Wholesale trade
Retail trade
Finance, insurance, real estate
Services (business & professional)

NOW you can obtain IBM card estimates of current (1955) employment in the above categories for every county.

NOW you can make great advances in setting market quotas, and you can carry market planning several steps beyond the industrial potential data published in the 1955 SALES MANAGEMENT SURVEY OF BUYING POWER.

This information, available by county, matched with other data on consumer markets (population, income, residential, construction, sales, etc.) makes possible the most complete county breakdowns of industrial potentials ever developed.

For example . . . If you are able to allocate your total national sales to any of the above 28 categories—or combinations—we will be able to provide

you with IBM listings showing how much dollar potential you should realize in every county . . . in every industrial category of significance to you.

Tell us which of the above factors represent important customers to you. We will give you specific cost estimates on preparing special analytical listings geared to your specific needs.

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MARKET STATISTICS, INC.
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Research Consultants to
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FIRST in Memphis television since 1948 . . .

...NOW

THE ONLY TV STATION IN
THE MID-SOUTH OFFERING
NETWORK PROGRAMS FROM
MEMPHIS, DAYTIME!

Now, WMCT offers advertisers an unparalleled advantage. For *only* through WMCT will daytime network shows be telecast during October and November.

P.S. Of course, the popular NBC nighttime TV shows, as always, will be seen over WMCT.

***382,000 Mid-South TV Homes can get these top NBC Network shows from Memphis only on WMCT.** DING DONG SCHOOL • TENNESSEE ERNIE • THE WORLD AND MR. SWEENEY • AFTERNOON DRAMAS • PINKY LEE • HOWDY DOODY

Result: . . . the largest daytime audience you've ever been able to buy in Memphis.

* (according to latest distributors' figures.)

WMCT MEMPHIS CHANNEL 5

WMC-WMCF-WMCT

MEMPHIS' first TV station

100,000 WATTS

NBC Basic Affiliate
National Representatives
The Branham Company

Owned and operated by
THE COMMERCIAL APPEAL

hires and trains the dealer's direct-to-home sales representatives. Their number ranges from 12 to 40 depending on the size of the franchised area.

"Our emphasis is on helping the new dealer get thoroughly organized, rather than on selling him freezers," declares National Sales Manager T. Gordon Mason. "And with the established dealer our approach is never 'Aren't you ready to reorder?' but 'Let us help you sell!'"

"When we get freezers moving out of a dealer's inventory, we don't have to worry about his buying from us."

A Rich Plan divisional sales manager maintains close personal contact with dealers. There is one sales manager for every 10 or 15 dealers. Other company sales executives keep in touch with the dealer by mail. The national sales promotion department sends a flow of sales information and sales tools, including nationally sponsored contests. The *Rich Plan Spottite*, an illustrated monthly house publication mailed to dealer sales representatives and their wives, promotes Man of the Month Clubs honoring top salesmen, gives credit for outstanding sales achievements and tells "how." The *Rich Plan News*, sent weekly to dealers and sales managers, features sales management material.

The company gives each dealer a loose-leaf Sales and Operating Manual detailing sales and administrative phases of his business. The sm gets a Sales Manager's Tool Kit covering 32 divisions of direct-to-consumer operation. Up-to-date material is supplied regularly.

No Charge to Dealers

Dealers are not charged for sales training or sales promotional helps.

The average "appliance dealer" sells one and a fraction freezers a month, Mason says, but the Rich Plan dealer can expect to sell no fewer than 30 freezers a month. Most dealers exceed this.

All selling is direct to the consumer in her home. Calls are by appointment, 60% to 70% of them through customer referral in territories where dealers have been established a reasonable length of time. Cold canvassing in a new territory is broadened by leads developed at home shows and through national and local dealer advertising.

The new customer buys a Rich Plan-Carrier Freezer, plus a four-month food supply for her family. The 16-foot freezer costs \$564.50, the 22-foot model, \$689.50. The 22-foot freezer is more popular because it makes possible more effective volume-

buying economy and advance preparation and storage of meals. A family's four-month food supply, bought through a Rich Plan dealer, ranges from \$160 to \$220 depending on family size and eating habits, children's ages, and budget allowance for food.

Food must be paid for within consumption period: A down payment of not less than 10% is required on the freezer, the balance financed over 24 months if desired. Repeat food orders are handled on the four-month plan.

Rich Plan is exclusive distributor for freezers marketed under the Carrier name. All Rich Plan freezers feature the upright design.

Intensive effort is directed toward keeping the customer—whom the company prefers to call the Rich Plan member—buying food on a volume basis so that she may realize the full economy potential of her freezer. After the first four-month supply, the member is not required to order any stated amount—or purchase at all—through her Rich Plan dealer. But she usually continues buying much of her food that way for the savings—and for the convenience of having food delivered directly to her freezer.

May Use Own Sources

The dealer may order frozen foods through the Food Division of Rich Plan Corp. at Dallas, thus benefiting from the company's volume prices from packers. Or he may order from his own sources of supply. About 50% order through the company. In either case, foods are unconditionally guaranteed. The company's field men keep constant watch on the quality of foods delivered to the customer, and make sure that dealers' warehouses and delivery trucks provide unvaryingly correct temperatures for frozen foods.

Rich Plan's field men train dealer food plant and delivery personnel. All warehousing is done by dealers. The company buys from packers who process and package foods and ship them direct to dealers ordering through Rich Plan.

Major food items supplied through the company bear the Rich Plan label. Says Keller: "All foods which dealers order from us are U.S. Department of Agriculture Grade A 'Fancy,' and those packaged under the Rich Plan label bear the department's Grade A 'Fancy' seal.

"With some frozen foods, much of the original vitamin content is lost through delay in processing, or less-than-perfect handling afterward. Rich Plan fruits and vegetables, however, are processed either before they leave

the fields or immediately after, and we carefully supervise shipping methods."

The Food Division of Rich Plan Corp. does the purchasing, also has a list of those dealers who order direct from packers.

At her local market a housewife may occasionally buy tough meat, or imperfect frozen fruits or vegetables. But the company insists this must not happen to the Rich Plan member who orders foods through her dealer, whether that dealer buys through the home office or from his own sources of supply. Members are asked to report to dealers any unfavorable experiences with food or freezers. A 1954 survey made for the company by an independent concern showed less than 1% of Rich Plan customers dissatisfied in any way.

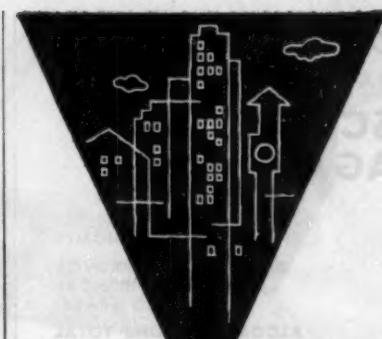
Buyer Becomes A Prospect

When a housewife buys a freezer, the company doesn't consider her as "sold" but as a good prospect for intensive service-salesmanship by company and dealer. With her freezer she is given a book, "How to Use Your Rich Plan-Carrier Food Freezer," by Ida Bailey Allen. The home office regularly sends lists of "typical family food requirements" with Rich Plan prices. From these she may order four-month supplies. After her first four months of "membership," the company suggests that for even greater economy she buy part of her fresh fruits and vegetables from farmers' produce markets or direct from farms and process them herself. The monthly *Rich Planner* magazine tells her how to process and package for freezer-storage, calls attention to seasonal bargains.

The Rich Plan dealer sells packaging supplies to the customer who processes her own foods.

The company makes no profit on food; the dealer makes a small profit only. Prime objective is a pleased customer—from whom come the referrals so important in Rich Plan direct-to-consumer selling.

The job-holding housewife is especially likely to buy most of her food through the Rich Plan dealer, who delivers at night if necessary. Company and dealer point out to her that she won't have to (1) shop late at markets, choosing from "picked over" foods or (2) clean, peel, pare or shell, since foods are delivered by the dealer ready-prepared except for actual cooking. She is urged to cook or bake a series of future meals at her leisure; then, on evenings when she dashes home from the office about the same moment as her husband, she'll simply



hotels
Mayfair Bennox
ST. LOUIS

right
in the business
center of St. Louis

TELETYPE SL 139



the gift unusual —dressed Quail—

Give oven-ready and frozen Quail for Xmas and you send the extraordinary gift. This is the rare treat that will mark you as an epicure of fine food and thoughtful gifts.

We will deliver these full-sized quail in dry ice to any place in the U. S. for \$28.00 per doz. prepaid. Minimum shipment 1 doz. birds. Shipments made each Tuesday from Sept. to April. FREE recipes with each order. Send us your gift list now! Check with order, please.

LOWRANCE QUAIL FARM
1730-SM Picher Joplin, Mo.
Phone: Mayfair 3-3643

DYNAMIC DAVENPORT, IOWA

SCORES AGAIN!

PLANS SET
FOR 650 NEW HOMES
DAVENPORT TO PROVIDE
ADDITIONAL 1000-CAR
PARKING SPACE!
ALCOA ADDITIONS TOTAL
\$62 MILLION!

AND — DAVENPORT NEWSPAPERS ARE
FIRST in Quad-City circulation — in
Quad-City advertising lineage — in advertising
lineage in ALL IOWA!

The MORNING DEMOCRAT — The Evening DAILY.
TIMES — The Sunday DEMOCRAT & TIMES.
Represented Nationally by Jann & Kelley, Inc.

Hottest Town in Florida

Hot, that is, from a sales standpoint. Warm, that is, for winter visitors. Cool to pessimists.

Orlando leads Miami, St. Petersburg, Macon, Ga. and Amarillo, Texas in percentage of Sales Increases for July.

ABC now gives us over 100,000 City Zone.

We outsell Miami, Jacksonville, Tampa papers in our 5 counties 3 to 1... Our 400,000 People spend \$500 million a year.

Orlando Sentinel-Star

Martin Andersen

Owner, Ad-Writer & Galley Boy

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

Of course I read it



John W. Crumney, Ch. Bd.
Food Mach. & Chem. Corp.
San Jose 6, Calif.

Here's another of the 284,706* corporate officers and titled executives who read The Rotarian, 90% of whom buy material, equipment, supplies or services for their firms.

The Rotarian
1600 Ridge Ave., Evanston, Ill.
*313,889 average net paid ABC Dec. 1954



What Makes a Salesman? Factory Workers Find Out

Six men walked out the doors of Monroe Calculating Machine Co., Orange, N. J., onto the blistering heat of sidewalks baking in 90 degree temperature. Three of the men carried portable Monroe calculators. These six men were paired teams of salesmen and factory-workers from a Monroe plant. And they were making industrial history of a kind.

As part of its industrial relations program Monroe aims to give its employees insight into all phases of the business. So salesmen in the Newark and Paterson, N. J. branches took three workers, chosen at random, to accompany them on their selling rounds.

At the day's end the factory workers had learned how the sales staff markets the products the workers manufacture. The machine operator who accompanied one salesmen said he heard prospects offer "101 reasons why they shouldn't buy. It's a highly competitive business we're in." Another said, "the salesman can't walk away from his job when the bell rings at 4:30."

But after watching the salesmen get into seemingly inaccessible prospects' offices, demonstrate, break down resistance, convince—and sell—all three workmen agreed, selling is harder than building!

And you can bet that each workman told his fellow employes about "that day with the salesman."

take dinner out of her freezer, heat and serve it.

"More time with your family" is a major theme of the company's national magazine advertising, which stresses that "Mom" can prepare Christmas or Thanksgiving dinner weeks ahead, then be free to enjoy the day. Advertisements offer a booklet, "The Wonderful New Way of American Living."

The U. S. Department of Agriculture estimates that by "mass" meal preparation and freezer-storage, a woman can save 30 to 60 days' cooking time a year. The company usually

uses the 30-day figure in its advertising.

Conservatism keynotes Rich Plan publicity: food savings, for example, never are quoted "because they vary according to local conditions." The national advertising schedule for 1955 includes four-color full pages in *The Saturday Evening Post*, *Better Homes and Gardens*, *Parents' Magazine*, and *What's New in Home Economics*. Copy is prepared and placed by Ted Workman Advertising, Inc., Dallas. Rich Plan also exhibits widely at fairs and home shows.

With the company cooperating on

Wrigley's Halloween "trick" for extra sell at point-of-sale



A seasonal selling message on the carton is a smart idea by merchandising-minded Wrigley. Teamed up with the self-displaying Tear Strip Container, the "tricks or treats" message and product go direct to the point-of-sale as a single unit.

What's more, ideas like this get used because Tear Strip Containers made with "SCOTCH" Brand Filament Tape make them so simple and easy. Just a pull of the tape zips open the carton from the inside. The top then lifts off clean, leaving a bottom "tray" of product packages. This tray can then be put right on the shelf . . . or stacked easily in stable mass displays. And your selling message is right there on the tray, where customers can read it easily.

Is there an idea for using Tear Strip Containers that could benefit your product? Why not find out for yourself: let us send you complete information. Just write on your letterhead to Dept. FU-105.



The only "quick-opening" containers that work perfectly every time are made with . . .

REG. U. S. PAT. OFF.

SCOTCH Filament Tape



The term "SCOTCH" is a registered trademark of Minnesota Mining and Manufacturing Co., St. Paul 6, Minn. Export Sales Office: 99 Park Ave., New York 16, N.Y. In Canada: P.O. Box 757, London, Ontario.



SAN DIEGO IS BIGGER



FOOD MANUFACTURING

Richmond, California	\$23,000,000
Salt Lake City, Utah	24,000,000
Albany, New York	27,000,000
Reading, Pennsylvania	27,000,000
Charlotte, North Carolina	28,000,000
Providence, Rhode Island	27,000,000
Grand Rapids, Michigan	22,000,000

SAN DIEGO, California \$30,000,000

Over 90% of the Billion Dollar San Diego Market is told and sold by the San Diego Union and Evening Tribune.

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REPRESENTED NATIONALLY BY

**San Diego Union
AND
Evening Tribune**

THE WEST-HOLLIDAY COMPANY, INC.

SAN DIEGO, CALIFORNIA

THE MOST
IMPORTANT CORNER
IN THE U.S.A.

space costs, dealers advertise locally in newspapers, on radio and TV, by direct mail and in other media.

Through more than 100 dealers, the company already has framework distribution in over 35 states, and grants new franchises as qualified candidates are found—and as the company's field staff can organize and service them. A Rich Plan dealer must have high standing in his community, successful experience in business or sales management, and capital of \$10,000 to \$35,000. The company helps the dealer to hold expense to a minimum. He invests only 10% in his freezers at the time of purchase; his office quarters may be modest since all selling is done in homes. His rather expensive equipment for warehousing and delivering food is inventoried to him by the company at cost. He doesn't pay for his franchise, granted in recognition of his suitability for the Rich Plan dealership.

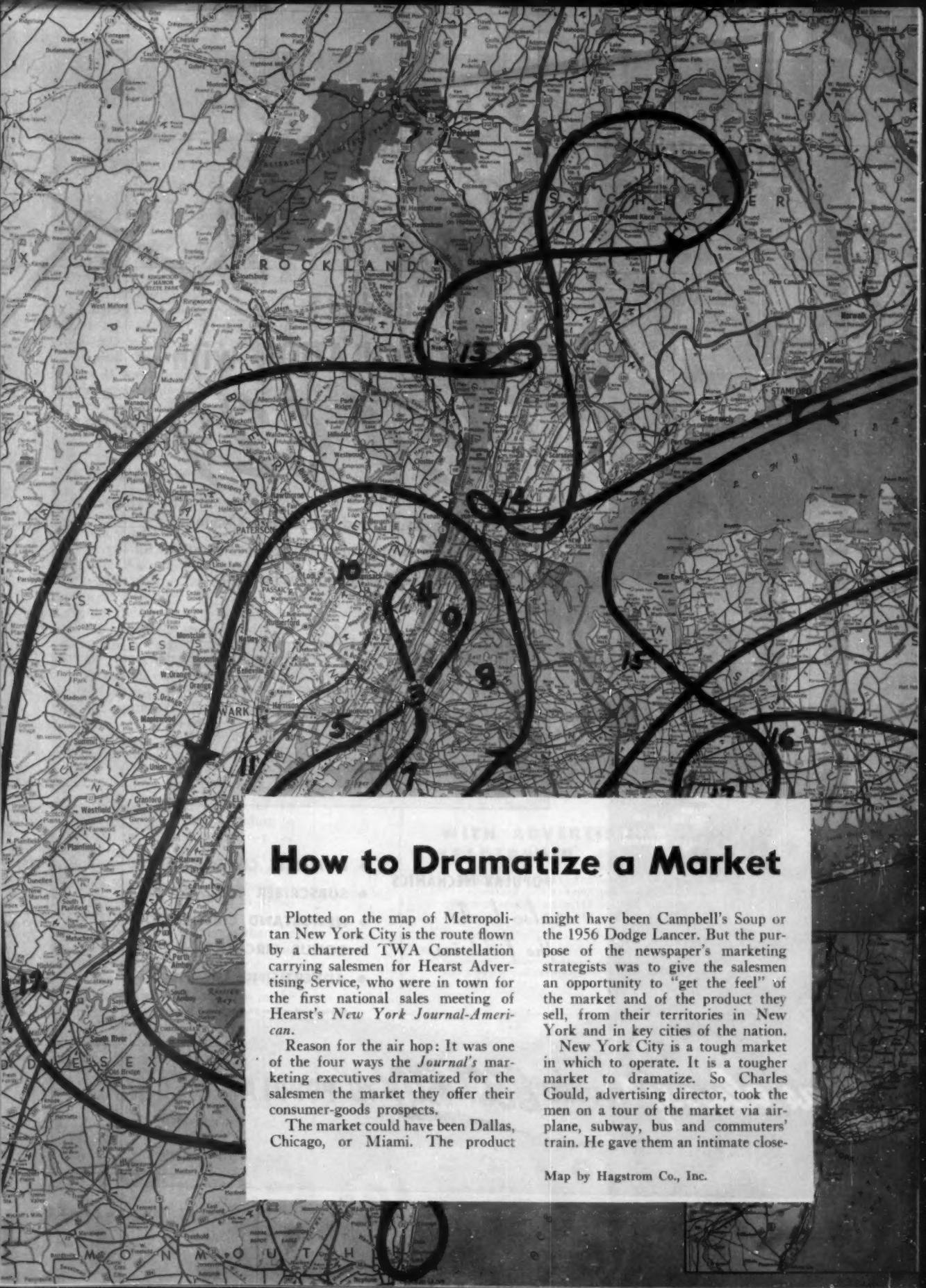
Dealers Protected

The company controls freezer production: If a dealer goes out of business, his stock is taken back. Dealers never find themselves facing discount house competition. By balancing inventories, Rich Plan protects dealers against losses on old models when new ones are introduced.

Direct-to-consumer presentation of Rich Plan requires aggressive salesmanship. Freezer investment is the principal sales obstacle. It is met by stressing food savings. The sales representative points out that freezer and food payments, combined, will approximate what the prospect formerly spent for meats and groceries—she'll simply be paying Rich Plan instead of the meat dealer and the grocer.

In line with Rich Plan national policy, each dealer pays his sales manager an ascending bonus on sales volume, plus drawing account. The sales representative works on basic commission (no drawing account) and a rising scale of incentive bonus. Says Mason: "A number of dealer sales managers make \$20,000 to \$25,000 a year. Details of salesman's commission arrangement are too competitive to reveal, but an average good Rich Plan salesman makes \$850 to \$1,000 per month. Until he reaches that bracket we don't recognize him as a salesman, but merely a 'comer.' Each dealer's sm works to bring his entire sales staff to the \$850-\$1,000 level. During contest months, a number of individual representatives have earned three to four times that amount."

The company's divisional and regional sm's are on salary plus incentive bonus and expenses. **The End**



How to Dramatize a Market

Plotted on the map of Metropolitan New York City is the route flown by a chartered TWA Constellation carrying salesmen for Hearst Advertising Service, who were in town for the first national sales meeting of Hearst's *New York Journal-American*.

Reason for the air hop: It was one of the four ways the *Journal's* marketing executives dramatized for the salesmen the market they offer their consumer-goods prospects.

The market could have been Dallas, Chicago, or Miami. The product

might have been Campbell's Soup or the 1956 Dodge Lancer. But the purpose of the newspaper's marketing strategists was to give the salesmen an opportunity to "get the feel" of the market and of the product they sell, from their territories in New York and in key cities of the nation.

New York City is a tough market in which to operate. It is a tougher market to dramatize. So Charles Gould, advertising director, took the men on a tour of the market via airplane, subway, bus and commuters' train. He gave them an intimate close-

Map by Hagstrom Co., Inc.

**POPULAR
MECHANICS**
MAGAZINE



POPULAR
MECHANICS
102,859

**CIRCULATION GAINS
(GAIN)**

POPULAR
SCIENCE
1,089

3,687
MECHANIC
ILLUSTRATED
13,749
SCIENCE &
MECHANICS
(LOSS)

Dramatically

Dominates
the field in

TOTAL CIRCULATION with

1,354,629

Popular Mechanics showed the largest circulation gain in the field—a gain almost fifty times greater than that of the next magazine in the field.

Here's the score...

TOTAL CIRCULATION		Circulation	Gain or loss	Pct. gain or loss	POPULAR MECHANICS LEADS BY:
POPULAR MECHANICS	1,354,629	+ 102,859	+ 8.2		
Popular Science	1,212,418	+ 2,090	+ 0.17	142,211	
Mechanix Illustrated	933,025	- 3,667	- 0.3	401,604	
Science & Mechanics	549,301	- 13,749	- 3.4	805,328	

POPULAR MECHANICS

*also leads
the field in:*

- DOMESTIC CIRCULATION
- SUBSCRIBER CIRCULATION
- NEWSSTAND CIRCULATION
- BONUS CIRCULATION
- ADVERTISING LINEAGE

Figures based on June 30, 1955 A.B.C. statements.

as always... the BEST BUY is POPULAR MECHANICS

up of people and places.

The newspaper's sales meeting was opened on Sept. 26, not in the Waldorf-Astoria Hotel, but in the adjacent 51st Street subway station, where the men assembled at 7 a.m. for a ride to Grand Central Terminal. There they boarded the New Haven's 7:31 a.m. train to New Rochelle, arriving in time to join the Westchester County commuters for their ride into New York on the 8:12. Purpose: to see commuters, an important segment of New York's market, in their lair.

Next stop: the subway, for the 20-minute ride to Wall Street, sharing the packed-in-like-sardines feeling of the typical New York City strap-hanger. It was morning, but they saw subway newsstands where thousands of the afternoon *Journals* are sold during the going-home rush hour.

Cab Drivers' View

The salesmen hopped into taxis enroute to the newspaper's plant and were subjected to the famous banter of the city's hack drivers.

At the *Journal-American's* plant they were welcomed by Sumner Collings, promotion director.

Gould, the advertising director, led the 74 salesmen, 23 from out-of-town offices, into a Gray Line sightseeing bus for a street-by-street tour of the key parts of the city. He took over the tour guide's microphone and gave the men the marketing facts about the sights.

Typical facts:

The Metropolitan New York area is made up of 10,125,000 residents who are 6.2% of the nation's population, and who possess 7.9% of its effective buying income, according to SALES MANAGEMENT's *Survey of Buying Power*. The per family income is \$6,365 and the per capita income, \$1,984. In total, the people in the area make \$20 billion in retail purchases in a year.

It was not until afternoon that the men returned to the Waldorf-Astoria, where they met the *Journal's* new publisher, Seymour Berkson. He drew laughs with his comment; "I'm in the army now. I was told to come in the door at 2:03 exactly."

The afternoon session was followed by cocktails and dinner at a place well known to the salesmen's customers and prospects: the Stork Club.

Quipped Hearst's famous columnist, Dorothy Kilgallen, as she looked around at 74 salesmen and their hosts:

"Sales meetings are delightfully masculine. Every girl should get to one."

The End

the *Oregonian...



reaches more

women!

WITH CIRCULATION LEADERSHIP

OREGONIAN	13,756	City Carrier Lead
DAILY LEAD	10,386	ABC City Zone Lead
OVER 2ND PAPER	7,026	Retail Trading Zone Lead
	50,931	Total Circulation Lead

WITH ADVERTISING LEADERSHIP

OREGONIAN	2,613,570	lines Retail Advertising Lead
LEADERSHIP	1,219,097	lines General Advertising Lead
OVER 2ND PAPER	3,316,115	lines Classified Advertising Lead
YEAR: 1954	7,148,782	lines Total Advertising Lead

Sources: ABC Publishers' Statements for 6 mos. ending March 31, 1955;
Media Records total advertising, less AW, TW, and Comics, 1954

Keep your sales growing
with Oregon's growing newspaper

the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

233,188 Daily

297,263 Sunday

Represented Nationally by
MOLONEY, REGAN & SCHMITT, INC.



WHERE ARE WE GOING TO MEET?

It is no longer a painful task to find just the right site for your large or small meeting, traveling show or special convention. Just write down these facts:

1. Number of people to attend.
2. Number of days to run.
3. Probable dates.
4. Preferred areas or cities.
5. Hotel facilities you require.

Send these facts (in a letter) to: Meeting-Site Service (a division of SALES MEETINGS' Research Department). Without charge, a check will be made of all available hotel facilities to meet your requirements and a list of possible sites will be sent to you with color brochures. For this free service, simply write:

MEETING-SITE SERVICE
SALES MEETINGS MAGAZINE
1212 Chestnut Street
Philadelphia 7, Pa.

Life Soft-Pedals Space Sales In "Double" Christmas Issue

Whatever *Life* gains by combining the Christmas and New Year issues into a single Christianity issue would be more in reader-interest and respect than in direct advertising volume.

Advertising in this 150- to 180-page issue, SM was told, probably will not total more than 50 pages. In revenue it would amount to only \$1 million of the \$120 million produced by the 51 issues in 1955.

Nearly all of the 50 pages are being taken by regular contract advertisers. Although *Life* expects this "most ambitious project" to become a "collector's item (to) enrich this Christmas and Christmases to come," and has duly told advertisers as well as readers quite a bit about it, Time, Inc., emphasizes its "moral obligation not to sell this special issue."

On newsstands Wednesday, December 21, dated Monday, December 26 (and replacing the issue dated January 2), the single-copy price of the "two-in-one" number is being increased from 20 to 35 cents. Its lacquer covers will embrace twice as many editorial color pages as an average number of *Life*.

Christianity in Colors

Contents will include: Eighteen color pages on the life of Christ as interpreted by great artists; a history of Christianity by Paul Hutchinson (editor of *Christian Century*) ; the story of the Bible in America and a report on Christianity in Europe; photographs of modern church architecture in the U.S.A., and of Christmas and Easter in the Holy Land.

This issue will conclude a series of six reports *Life* is making this year on the "World's Great Religions." In the process the magazine has covered the basic beliefs of nearly 2.3 billion of the world's 2.5 billion people. The five already published were devoted, in order, to Confucianism-Taoism (with about 350 million adherents); Hinduism, more than 300 million; Islam, 300 million; Judaism, 11.8 million; Buddhism, 500 million.

In contrast, the Christian population is estimated at 835 million.

Last June Henry R. Luce, editor-in-chief of Time, Inc., and other *Life* editors told agency presidents about it at a luncheon in New York. Four days later Andrew Heiskell, publisher of *Life*, wrote agency media men a

two-page letter describing, among other things, the editorial content and publishing technique.

300 "Editors"

"*Life* has already assigned a special force of researchers, writers, reporters and photographers" exclusively on this project. "They are consulting with historians, theologians, churchmen and curators of art," and are ranging from the Holy Land and Europe to the mission areas of the Far East. By early December nearly all the 300 members of *Life*'s editorial staff will be at work on the issue.

Then an announcement release was sent to newspapers and other publications. A release in late August to religious papers also called attention to the fact that the following issue of *Life* would announce the project to its readers. At the same time a page advertisement on it appeared in sales and advertising journals.

A letter on renewal of Christmas subscriptions, which Circulation Director Francis D. Pratt sent last month, called the Christianity issue "truly a book-in-magazine-form," and pointed out that the new year's subscriptions would begin with it.

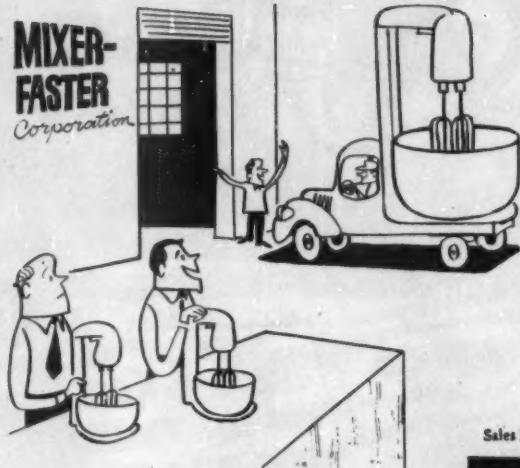
Of *Life*'s 5.7 million circulation, 1.2 million is in single-copy sales. Although advertisers stay away in droves from Christmas-week issues, *Life*'s newsstand sales drop less than 5% at that time. The Christianity issue is expected to reverse this trend. The magazine's executives believe that both subscriptions and single-copy sales of this issue will expand, and will "accentuate year-round values."

Although throughout the year *Life* devotes a lot of space to the lighter sides of life, Luce and his fellow editors are convinced of the importance of their mass educational job. At this writing, for example, more than 500,000 orders have come in for the book, "The World We Live In," first published in instalments in *Life*. Two-thirds of orders are for the regular edition, at \$9.95, and one-third for the de luxe edition, \$13.95.

No decision has yet been made on publishing "The World's Great Religions" together in book form. But *Life* executives are sure that the Christianity issue, at least, will develop long-term reader demand.

The End

"This is the size we sell in the Growing Greensboro Market!"



Write for our 1955 brochure containing sales data for 13 retail classifications in all 233 metropolitan county areas in U. S. . . . Free, when requested on your company letterhead. Address: Advertising Research Dept., GREENSBORO NEWS & RECORD, Greensboro, N. C.

IF YOU LIKE TO STIR UP SALES prospects into a money-making lather—the Growing Greensboro Market is custom-made for you! . . . Here's a top-notch Carolina sales center where 1/6 of the state's 4-million people buy 1/5 of North Carolina's goods. In the busy and populous Greensboro ABC Retail Trading Area, these folks spent \$600-million in our retail stores last year—a sure-fire market target that holds a big potential for every retail product imaginable . . . Better stir up some advertising activity of your own, here in this real super market where sales come easier . . . Top medium is the 105,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



MOVING A PLANT?



TAKE THESE FOUR STEPS:

- ① Call your local North American Agent
- ② Explain your moving problem
- ③ Accept his experienced counsel
- ④ Use his unlimited facilities

North American Van Lines is equipped to move your office equipment and the household goods of all affected personnel safely and swiftly to your new scene of operations. Save days of down-time . . . make your transferred employees happy with a "wife-approved" North American move.



Look for this dependable trade-mark under "MOVERS" in the yellow pages of your phone book.

Write for this interesting booklet on company-paid moving service. • Address Dept. SM-105

NORTH AMERICAN VAN LINES, Inc.

GENERAL OFFICES: FORT WAYNE 1, INDIANA

North American Van Lines Canada, Ltd. TORONTO, ONTARIO

MOVERS OF HOUSEHOLD GOODS • OFFICE EQUIPMENT • TRADE-SHOW DISPLAYS



HUNDREDS OF COLOR CHIPS can be matched by Martin-Senour dealer who mixes tube colors with basic paints in "Customized Color Center." Mixing directions

are on back of chips. Previously, dealer's cash investment in paint was greater, and in small and medium-size stores color selection was limited and frequently inadequate.

Martin-Senour Increases Paint Sales By Helping Dealers Cut Inventories

Smaller inventories, quicker turnovers are made possible by new idea in paint retailing. Dealer stocks just basic paints and color tubes; he is then able to custom-mix paint.

A new idea for cutting retail inventories on paint rang up half a million dollars in increased sales for Martin-Senour Paint Co., Chicago, during the first six months of the company's fiscal year.

It's called the "Customized Color Center." It's based on a mixing system which combines tube colors with basic paints in white or any of seven colors. With a \$1,000 investment, the dealer is in business to meet almost any request on the part of a customer.

Says President William M. Stuart: "Projecting our early experience, our new idea should bring us a million in extra volume for the year. This is based on a three-times-a-year turnover of dealers' stocks. We're just beginning to feel the impact."

What has made it hard to sell paint to dealers? Space and investment was

their problem, Stuart explains. The average dealer carried 24 colors, four gallons each—a total of 96 gallons—plus a line of stains and paints for special purposes. Wall paint represented a major part of his total stock investment.

"It was time somebody simplified the poor dealer's inventory. Neighborhood stores are limited in space and don't want to stock big lines—or can they afford the merchandising programs planned by most paint manufacturers. So Martin-Senour came up with the Customized Color Center."

This is a merchandising idea which, for a \$1,000 investment, can be set up as a complete paint department, with a "broad palette" in all finishes. This type of merchandising has a particularly strong appeal for merchants

in small and medium-size towns, the company has found. The center enables the dealer to feature and merchandise a full line of interior and exterior colors based on a survey of decorator color preferences, trends.

Stuart adds: "Development of the color center is a logical outgrowth of the neighborhood shopping trend. It offers an opportunity for general stores, furniture dealers, lumber yards, and others to broaden their services."

Big inventories are eliminated through a mixing system which combines tube colors with basic paints packaged in white or seven colors. Mixing formulas, leading up to 72 matching colors in flat wall paint and satin gloss, mainly require the adding of one tube color to a packaged paint. Never more than two tubes are needed for a color.

In addition to the 72 wall colors, the color center display carries 38 colors in full gloss, 36 in floor enamel, 48 in exterior house paint, 48 in wood stains, 48 in masonry paints, and 48 in shake paints.

A point-of-purchase aid to dealer

Electrical Dealer

THE APPLIANCE - RADIO - TV - SALES MAGAZINE

Reaches
MORE
DEALER -
DISTRIBUTOR -
DISTRIBUTOR -
SALESMAN -
Readers...

Reaches
**BETTER
SELECTED**
Readers...

Reaches
ALL 4
in the
VITAL LINKS
Distribution Chain

Reaches
**RESPONSIVE
READERS...**
who do the
**BIGGEST
BUYING...**

...and provides
THE MOST PRACTICAL - MOST FLEXIBLE
Merchandising Service...

all of which
adds up to
MOST
for your
APPLIANCE-TV-SELLING
DOLLAR!

for the
facts
write
today!

Only in ELECTRICAL DEALER can you get the full "4-LINK" coverage of all vital segments of the distribution chain you need for effective national Appliance-TV sales support. And ask about exclusive PINPOINT MARKETING PLAN.

HAYWOOD PUBLISHING COMPANY

22 E. HURON STREET, CHICAGO 11, ILLINOIS

NEW YORK • CLEVELAND • • West Coast: McDonald-Thompson

OCTOBER 15, 1955

Are YOU getting your money's worth out of YOUR sales binders?



If you feel you're not, or if you think they aren't being used enough . . . better look over these vital selling tools! Make sure these important sales tools are really helping your salesmen sell!

As you well know, product facts and benefits must be delivered quickly and accurately to today's busy buyers. And that's why it's vital that this material is securely bound, yet easy to use . . . conveniently indexed . . . a pleasure for both buyer and seller!

And that's where Burkhardt comes in! For Burkhardt offers you colorful, long lasting binders that always operate smoothly and quickly . . . with superb indexing for easy use . . . in any style, price or range of metals. But that's not all. Burkhardt brings over 44 years of experience and know-how to your problems . . . assures you of the RIGHT binder . . . and, at a price you can afford to pay!

So . . . don't penalize your sales force in today's selling competition. Write today for the fact-filled folder that gives you the information you want about your particular problem. Naturally, there's no obligation on your part!



THE
Burkhardt
COMPANY

Binders to American Business since 1911
545 WEST LARNED • DETROIT 26, MICHIGAN

Gentlemen: Please send me free information checked below:

- Prong Binders Plastic Tab Indexes Visi-Kits Post Binders
- 60 Second Binder Selector Please have representative call

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

Seven Pencils

In a transparent case tell the advertising story of Ronzoni Macaroni Co. advertising. Each pencil is imprinted with names, stations and times of Ronzoni-sponsored radio and TV shows.

and consumer is the color center's sectional self-service display which can be set up in a variety of arrangements conforming to space limitations. It shows all colors on removable chips and mixing formulas are printed on the back of each color chip. The display cabinet is based on a design by Morton Goldsholl and manufactured by Grand Rapids Store Fixture Co.

What results have dealers reported? Says Stuart: "One M-S dealer in Fort Wayne, Ind., turned over his Martin-Senour stock three times in the first few months."

Dealer acceptance: Martin-Senour had more than 400 units out by mid-summer. A Los Angeles salesman sold 17 new accounts in his city which "probably has more color programs than any other market," and despite the fact that 167 competitive paint manufacturers have factories in the Los Angeles area.

An aid in selling the center to the dealer is a sound filmstrip prepared by Sarra, Inc., which carries the full story of the color center through animated art and actual case histories. All M-S distributor salesmen carry DuKane projection equipment, can show the 14-minute film on the dealer's counter, using the inside of the carrying case cover as a screen.

Salesmen also carry three other films: one for interior decorators, one for distributor-dealer meetings (this includes the company's history and an explanation of its 38,000 products), and one for club groups ("Color Comes of Age"). Automotive division men have their own film, "Opportunity on Wheels."

A salesman in Indiana showed the color center film 18 times and sold 11 dealers on the display and \$1,000 inventory. Out of 130 showings, 41 sales were concluded.

Comments Stuart: "Our merchandising program at Martin-Senour is being improved constantly to provide better facilities for the sale of color at the neighborhood hardware and paint store level."

The End

All You Need Is Two . . .

in
Philadelphia



Sylvia Porter, whose informed column on financial matters is a best-read feature of the new DAILY NEWS, chats with Keith Funston, president of the New York Stock Exchange.

And One Has To Be Us

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THEY SLUG IT OUT. True professional politicians who enjoy their jobs and believe in their competitive causes, Leonard Hall (left), chairman, Republican National Committee; and Paul Butler, chairman of the Democratic National Committee. They are the people's political marketing executives.



A Backstage Look at the '56 Political "Sales" Campaigns

While the old-timers speak with nostalgia of the torch-light parades of yesteryear, both Republicans and Democrats will bet heavily on radio and TV to attract votes. And in money-wangling, it appears, no holds are barred.

BY JEROME SHOENFELD • Washington Editor

With respect to the amount and quality of its mud slinging, the vagueness of the candidates' promises and their choice of platitudes, the 1956 political campaign will be like all the others you've lived through. Its great difference from earlier campaigns may be stated in a word: "money." Election talk will be broadcast over more expensive media.

Already, the parties are struggling to meet the cost. They need it before active campaigning starts. Every politician has stories about the predicated checks he gets the day after his victory, along with notes: "Somehow, my secretary neglected to mail this."

Once, campaign expense consisted of outdoor boards, printers' bills, pub-

lished advertising, auditorium rentals. Street meetings, which cost nothing, have been chased off the corners by traffic. Here are the additional media:

1. By the 1956 Election Day there will be about 39 million TV sets as compared with about 16 million in 1952.

2. The 1952 radio bill will be duplicated, especially by second-string candidates who will maintain a continual din through the final two weeks.

3. Motor cavalcades will invade cities, towns and hamlets as candidates, with large motor escorts, try to shake hands with everybody. Their secretaries will take down the names they chummily ask for. Postage on

thank-you letters alone will be enormous.

4. At high expense for hot dogs, coffee and beer or for canapes and faintly spiked punch, women will stage at-homes, where local candidates will meet and briefly chat with whoever hears that food and political edification are being dispensed free.

5. There will be more "monster rallies" with TV hook-up.

Big Republican contributors come from manufacturing, particularly heavy industry, finance, and from old wealthy families. Affiliates of the labor unions help finance the Democrats. Democrats get more than the Republicans from the amusement trades, from liquor and brewing, right down to the bartenders. Merchandising splits about even. Both parties, again, collect from operations such as dog-racing, pari-mutuel, about which some people raise moral issues.

In each party, there's a financial hierarchy to manage official money raising which, however, comprises but a part of the entire drive. In 1952 audited funds collected by the official committees totaled \$23 million. Total expenditures, nevertheless, were estimated up to \$100 million.



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DEMOCRAT'S Butler has fewer millionaires from whom to draw. Small contributions are costly to obtain. But he knows which industry's executives are best givers.

At the top of the hierarchies are the Republican National Finance Committee, the Democratic National Finance Committee. Through separate Congressional committees, each contributes to Senate and House campaigns. The top committees set quotas for state committees, which in turn set them for county committees.

Telling state and then county committees what's expected of them is a professional market analyst's job which, except at the top, is performed by more or less gifted amateurs. National quota setters are guided by figures familiar to market men: population, buying power as disclosed, for example, by SALES MANAGEMENT surveys, tax collections, number of dwelling units, plus some figures market men ignore—electoral college strength and party vote. The county committees, when they're good, do it the same way. However, state and county finance chairmen must take into account all sorts of considerations, many pretty intimate, which defy formulation.

The official drive is hedged about by laws limiting both contributions and expenditures. The \$3 million limit on national committees applies to any political group operating in at least two states. State laws limit state and county committees. There's a \$10,000 top on what a Senatorial candidate may spend and one of \$2,500 on candidates for the House. Individuals may contribute no more than \$5,000 to a campaign; because gifts of more than \$3,000 are taxed, the lower figure usually applies.

Partly because after a campaign each side accuses the other of having cheated, official money raising is reas-



GOP'S Hall knows that most contributors must be goaded and sometimes fund raisers candidly say a proposed contribution is too small —for the man and the party's needs.

onably circumspect. Every contributor of \$5 gets a receipt as law requires. A check to a national committee is duly credited to the quota of the appropriate state and then in turn, to the appropriate county. County committees are supposed to cut state committees in on their take and state committees to cut in the national. Because a New York resident or one from Texas may contribute to the campaign in, say, Texas, bookkeeping sometimes gets complicated.

Nobody knows exactly what fraction of the campaign expense is borne by the official drives. A campaign gives birth to hundreds of committees that collect and spend their own money, then disappear. Such committees are to the official ones as individual charities to the Community Chest; the relationship vibrates between suspicious cooperation and hidden competition. Like the Chest, a national committee will recommend "unified" fund raising, pointing out that successive touches by a half dozen or more solicitors will wear thin anybody's patience and generosity. It will go on to argue that it is best placed to know where the Republican or Democratic dollar will do most good.

These arguments will no more discourage free formation of political committees than they did in 1952. Independent committees help a millionaire, who never writes more than \$3,000 per political check, to increase his bounty—a point more important to the Republicans. The committees tap markets which official drives can't even approach: people who won't support the whole ticket but only chosen candidates. This covers both intra-

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party warfare and appeals, such as Roosevelt's and Eisenhower's, to the opposite parties.

A magazine subscription canvasser carries several dozen competing publications. An insurance agent offers coverage by competing companies. It would be handy if a political solicitor represented both official and unofficial committees so that he could offer each prospect just what he wanted. It doesn't seem to be done that way.

Thanks to Secretary of Commerce Sinclair Weeks, once head of the Republican National Finance Committee, the Republicans have organized money raising better than their opposition. Weeks himself is often referred to at party headquarters as the "best money raiser in history." His methods are worth noticing.

Bluntness Startled

A few days after each election, and months before the next campaign, Weeks used to visit the large contributors. He asked, demanded, immediate pledges of cash, to be drawn on as needed. At first this was pretty startling to people accustomed to being touched only as a campaign was getting under way. "The party," Weeks briefly explained, "must budget now." If this failed, Weeks added: If you hope to make your influence felt in party counsels, you should make your pledge now. If a pledge was too small, Weeks said so. He gave no assurance that there wouldn't be later requests.

Both parties long for support from ordinary people, just scraping by, as well as from the rich. Weeks got some of that organized, too. At Republican headquarters, you'll find a large current file of names—people to whom national committee literature is sent and who, in turn, periodically, mail checks from \$5 up. Many of these, to be sure, are professional politicians—local office holders, county committee chairmen, etc. The file is handled with enough efficiency to insure prompt and polite reminders—like those of a department store to charge customers—to donors whose checks haven't come.

In his own state, Weeks organized door-to-door drives. Like crews of brush or magazine canvassers, volunteers were brought together, taught the business: Don't ring too early when women are cleaning. If it's a businessman or businesswoman, write or telephone for an appointment. In such-and-such apartments, simply ring the appropriate doorbells; in these see the manager first. Here are the forms you must fill out.

Weeks timed money collecting,

There was no sense asking farmers for money in August, when they had done; they gave, if at all, in October. Seasonal layoffs had to be watched.

A drive can't go on forever, but runs for two or three weeks, steadily approaching a carefully prepared climax—usually some kind of rally. After drives, come stunts—called "mopping up." People are asked to finance a TV talk, a page advertisement, a parade.

Weeks saw to it that local committees found out quickly which new residents were Republican and, among these which would give. Again, as contributors moved away, local finance chairmen were under order to find out where so that some other Republican committee could carry on.

At Democratic as at Republican headquarters, there is a file of direct donors, mostly officials and politicians again, to Washington headquarters. But the Democrats do not solicit pledges systematically and long in advance. Neither have they developed much door-to-door solicitation though, here and there, county finance chairmen report success. As the Stevenson campaign drained the 1952 till, there was an appeal for \$5 contributions from his supporters, which, it is now said, came too late to help much. A similar appeal will be made again earlier in the game.

Who Gives to GOP?

Democrats depend more than the Republicans on money-raising dinners. To sell tickets, they organize committees of lawyers, merchants, doctors, movie people. Prices range to about \$100. Whether you're peddling for Democrats or Republicans, you're not supposed to sell single seats but tables—for four, perhaps, or for six or 10.

Labor unions contribute to the Democrats. Just as company executives may not play politics with stockholders' money, so labor leaders can't throw union cash into a campaign. To handle the financing job, CIO has its Political Action Committee, (PAC) and AFL its Labor's League for Political Education.

The trick is to use union organization, not funds, to solicit. At the start of a campaign, PAC sends receipt books to secretary-treasurers of the internationals, along with campaign literature. The union calls shop stewards together where, like the Republican volunteers, they're told how to get \$1 per member. They're shown how to make out receipts, given sales literature, complete with answers. If a member says he's Republican, that's that: he's to be let alone. Collections

go back to PAC which routes them to the finance committees of the candidates it has endorsed—mostly, but not 100%, Democrat. AFL procedure is similar.

Neither party hopes to base the 1956 campaign on small contributions, great though the advantages would be. A large gift is seized on by the opposition which nags, "Who pays the piper calls the tune." Moreover, the person who has sent a check is less likely to neglect to vote so that, in a way, millions of checks are better than vaster millions of dollars. But, you're told at headquarters of both parties, "developing a broad financial base" is expensive. Payments must be recorded and donors given receipts. Bookkeeping runs high, not to mention the coaxing of these checks—sales costs. Break-even points are not disclosed. Small contributions help to keep the organizations running but don't pay for campaigns.

Are There Deals?

Each party is suspicious of how its competitor rewards the large contributors. Are there deals? For so much, choose your embassy, get a defense contract, the right to name the Federal Trade Commission? A man who worked among Republican millionaires said that the wealthy contributor usually builds up political credit not for himself but for the finance chairman he sends the check to. A Democrat said that it is shrewd to offer the best embassy to reward not the generosity you've already benefited from but that which you expect. Contributions run higher after appointments.

Rumors are always uglier about the party in power. It's said that people seeking to do business with Government have been asked, "Were you cleared by your state's political committee?" and that required clearance is restricted to contributors. Whether or not such questions ever are asked, they could account for but a tiny fraction of what's collected. It's true that Republican appointments are cleared by the political committees, but there's no reason to suppose that money is a consideration.

A wealthy man who regularly contributes substantial sums needs no promises. He has enough experience to be timid about explicit political returns, which could be discovered and exposed. The solicitor's sales talk is the barest: "We need \$— from you." There might be some discussion about how it should be given to keep it legal.

Unhappily, most contributors do need goads. When Weeks went about passing the hat, he would bluntly say

to a man whose gift was too small: From somebody living as high as you do and with so many business interests, that's not enough. Sometimes, his prospects were less enthusiastically Republican than himself. A Bostonian among Bostonians, he appealed to the New England conscience: You've been successful. Free enterprise built your success. It's your duty to pass on to the next generation the opportunities you've had.

His opposite number, circulating among the fewer Democratic millionaires, has a complimentary appeal to *noblesse oblige*: If families in your class are to survive, the poor must be helped. It's your duty to see that there's a government that does it.

Just as a campaign is divided into high-level argument and various lower tiers of accusation and slander, so money-raising talk doesn't consistently maintain this fine moral tone. Some need hard solicitation, which may get rather personal. Except that they're so vague, appeals to them would sound like promises of political favor, in which respect they resemble platforms and speeches.

How They Organize

Start at a county finance committee meeting in a wealthy community. The Democrats rather tritely organize the usual run of committees: merchants, lawyers, doctors. Republicans avoid that. At their meeting, the chairman runs through the list of prospects: "Mr. Blank, the race-horse breeder. Who knows him?" "I'm his neighbor," one offers. "I hold his note," a banker may add. Whether by Democratic or Republican technique, the names are divided and the solicitors are on their way. Good salesmen, they telephone for appointments.

The solicitor will feel his way, paning or praising unions, foreign policy, never getting technical but keeping carefully within his depth. He wants to know what his prospect wants. Suppose he judges that he day-dreams about being invited to the White House, questioned later by eager reporters to whom he barks, "No comment."

The solicitor can't possibly influence a president's visiting list. If he could, it would embarrass his prospect to unveil his vanity. "You know," he says, "how important it is to be close, really close, to the Washington picture," trusting that Mr. Blank will give this cloudy sentence a precise, favorable interpretation. With like vagueness, he will hint squelched prosecutions, favorable actions by Washington bureaus. "Life is a reciprocal proposition, a matter of give



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and take," says the solicitor, intending that his bromide suggest the very *quid pro quo* his prospect wants. When the new administration first came in there were circumstantial stories of company executives who were indignant that antitrust indictments against them hadn't been dropped. Perhaps, they had listened to what they wrongly identified as promises. Again, in the thirties John L. Lewis was angered that he, a big contributor, couldn't set Government policy.

The solicitor must judge whether he's getting as much as the traffic will bear. Most are less blunt than Weeks. "Does this fully represent your high position in finance? Consider what the _____'s give." After he's gotten the check, he asks how much will be given by wife, son, daughter, Aunt Agnes.

A prominent publicity agency finds that some of the companies it serves like this candidate, hate that one. It is asked to help. Directly, it does nothing. But it has a string of free-

lance solicitors—"professional bagmen"—who are introduced to jobs on the special fund-raising committees. Their cut is 25%.

One 25-percenter opens: "What would you like the senator to do for you?" He listens carefully, takes notes, at some point expresses shock that a businessman so able, so prominent, so public spirited, doesn't know the senator. It's his pride that he just listens to what people want—promising nothing though, he claims, giving the impression of having promised everything.

Another professional takes a different tack. He lists and visits the rich whom the opposition candidate has offended. He feeds their indignation. "I sell prejudice, bitterness, vanity—but never greed." He tries to learn what his prospect hates, to make him feel that his check is a final act of retribution.

After the Senate investigated gambling several years ago, those being investigated supported the opponents of candidates of the investigating com-

mittee, for one of whom the 25-percenter worked. Some men who had appeared on TV under subpoena received him in a group and he made his appeal with dignity as if to a board of directors. With equal dignity they asked him to leave the room while they decided on amounts. Then they handed him an envelope, instructing him to take it promptly to campaign headquarters, in another city. They envisaged the possibility that the contribution might never reach its destination and so sent along a tail.

"I always take my cut before I give in the money; I never trust a candidate. I was scared to open the envelope with the tail watching, but I finally did anyway right in front of headquarters."

How to Hide Gifts

It's from the professionals primarily that you learn how gifts may be hidden. Companies, forbidden to contribute, have put candidates on retainers. Checks are signed without a payee, to be sent, when needed, to a printer or to somebody else the company might plausibly have hired. Checks are drawn by foreign subsidiaries that need not detail their expense deductions.

Other methods of collecting from the rich are part of the record. If a man gives \$3,000 in the name of each member of his family, the Internal Revenue Service will interpret these checks as separate donations, not bulketing them and claiming a tax as it would if the money were going to an individual. People who take tables at \$100 political dinners buy in the names of bookkeepers, clerks, stenographers, who for years get letters from bond salesmen, dealers in expensive furs. Several years ago, R. J. Reynolds, the tobacco millionaire, lent money to the Democratic National Committee, which, after due collection correspondence, he wrote off his income tax. Congress changed the law about five years ago:

"No deduction shall be allowed . . . relating to bad debts or . . . relating to worthlessness of securities by reason of the worthlessness of any debt owed by a political party."

In the collection of political money there seems to be one great oversight. The Washington lobbyists who continually testify before Congressional committees say that they're rarely approached. But without being asked companies they work for sometimes do contribute to the campaign funds of all members, both Republican and Democratic, of the committees they're interested in.

The End



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Coming...

in November 10th issue of Sales Management

The 1965 LOOK

WHERE WE'VE COME FROM, 1945-1955

and WHERE WE'RE GOING, 1955-1965

A realistic close-up of 1965 coupled with a complete picture of the past decade . . . changes in markets . . . population . . . buying power . . . distribution methods . . . product design . . . materials . . . manufacturing . . . through the eyes of probably the most star-studded team of experts ever to write on one subject in a single issue of a business magazine . . .

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- PETER B. B. ANDREWS — and his 300 industrial panel members (SM's "Future Sales Ratings" Board).
- EXECUTIVES OF INTERNATIONAL MACHINISTS UNION.
- WILLIAM T. SNAITH — President of Raymond Loewy Corp., one of the world's big-name authorities in product design.
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- DR. J. M. GOULD and the staff of Market Statistics (the Men Behind the Survey of Buying Power).

The study will be in two main parts — one featuring the detailed broadscale evocation of 1965 business trends and conditions, the other a statistical analysis of metropolitan area growth — for 233 areas — by the Survey of Buying Power staff.

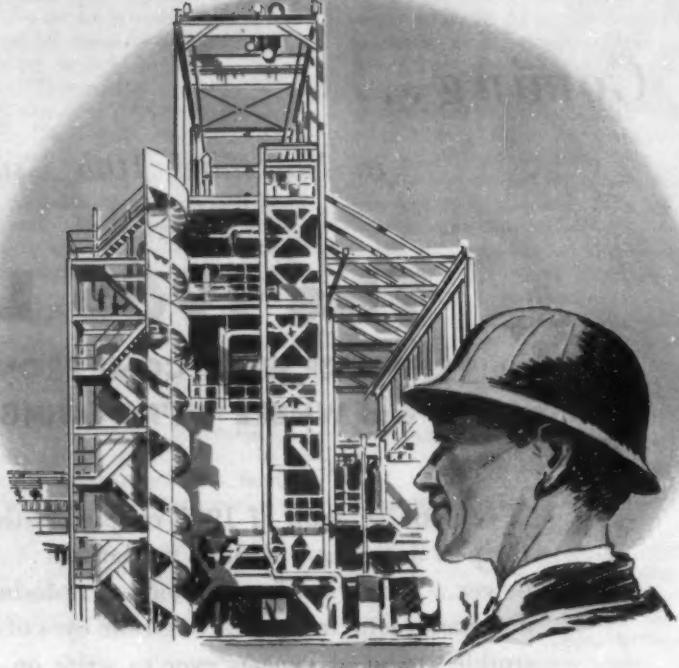
The metropolitan Area Study will show the current population, income and retail sales—a 1945-54 Index of Change in each of these categories as well as for the 5-store groups . . . food, general

merchandise, furniture-household — radio, automotive and drug — for each area, each county within the area, the city or cities for which the area is named, all other cities in the area with retail sales of \$50 million, and all multiple cities in the area. PLUS a projection to 1965 of current population trends. An exclusive listing of 85 of the 233 metropolitan county areas where better-than-average population gains will propel the entire area ahead in its national ranking.

The 1965 LOOK

Coming Your Way in November 10 Sales Management

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E. I. Du Pont

& Co. is one of the largest U.S. corporations...with annual sales of \$1,687,000,000 in 1954, or 9.6% of the chemical industry's total.*

Size and sales, however, are no accurate indication of Du Pont's contribution to the national economy. Size is not always an index of value. For instance, one magazine with only 1,300,000 circulation represents an \$11 billion market. The market is the country's best farmers—42% of all farms earning \$10,000 or more, and 26% of all US commercial farms. And the magazine is **SUCCESSFUL FARMING**.

SF farm subscribers have larger investments in land, buildings, machinery and livestock, better farms, better yields. They account for 57% of the hogs, 38% of the cattle and calves, 33% of the poultry, 44% of the eggs, 44% of the dairy products, 53% of the corn harvested. Big producers, they are big earners—with an average cash income from farming around \$10,000 for several years past.

To find new sales, and to balance national advertising schedules, you need **SUCCESSFUL FARMING**. No other medium has as much influence with its audience. Ask any SF office.

*Source: Chemical Week, and FTC, SEC

MEREDITH PUBLISHING COMPANY, Des Moines...
offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco, and Los Angeles.



THE AUTHOR, Tom Briddell, vice-president of sales for Chas. D. Briddell, Inc., is third from left. He is surrounded

by five of his nine agents, who travel 40 salesmen. Eighty-two percent of Briddell's agents are company stockholders.

Sales Enthusiasm You Can't Buy

BY THOMAS H. BRIDDELL
Vice-President of Sales, Chas. D. Briddell, Inc.

The six men in the photograph above are enjoying treatment "above and beyond the intent of their contract."

The men: Five are manufacturer agents for Chas. D. Briddell, Inc., makers of Carvel Hall Cutlery. The sixth man is the author, who feels that he, too, is recipient of treatment no contract could buy.

When one or all nine of Briddell's manufacturer representatives visit headquarters at Crisfield, a rustic, bayfront town on Maryland's Eastern Shore, they often mix business with pleasure. Trout, bass, canvasback duck and quail abound in season.

In our opinion, a manufacturer agent differs not one whitstitch from anyone else where response to a personal approach is concerned.

That this emphasis on a close, personal relationship, above and beyond the intent of our contract, has been effective is reaffirmed by the sales growth of our company. Sales in 1940 were less than \$250,000. Last year they were \$2.8 million and it looks as though we will end 1955 with sales of \$3.2 million.

When our southeastern agents, from Peterson & Lowe agency in Baltimore (Briddell's first agency that began selling seafood cutlery for our company in 1920) direct their cars our way with their fishing gear or Remington automatics, we prepare to raise anchor and head for the sea or the duck blinds, depending on the season.

Always ready for the outdoor jaunt is our sales manager and ambassador, Layton Riggan. He skippers the ship and is master at the galley range. Company President Charles Briddell, Jr., or his two brothers, Vice-Presidents Willis and I, are usually aboard to set up the table and break out the Carvel Hall steak knives. Assisting in the host department are Advertising Manager Jimmy Nelson, and Harold Cullen, Lit Sterling and Henry Tyler of the Sales Department. The craft sleeps eight and is filled with a friendly verbal cross fire of dealer promotions, trade news, Pullman stories and recent anecdotes from *Field & Stream* well into the night.

We also invite our visiting sales-

men to live in our homes and meet our families. A sister, Evelyn Briddell Andrews, secretary, personnel head and director of the company, extends her warm hospitality. Our mother, the late Mrs. Charles Briddell, Sr., wife of the founder, heartily enjoyed having the sales representatives in her home or socializing with the group elsewhere. Another director, A. Wellington Tawes, bank president, offers the men the hospitality of his yacht, or his poultry farms.

Successful agents generally have money to invest. We asked ourselves a few years ago, "Why shouldn't our men be invited to buy shares of Briddell stock for Carvel Hall Cutlery expansion?" Since the first offering in the mid-forties, 82% of our agents have purchased common and preferred stock, or debenture bonds. One agency has an investment exceeding \$40,000. Other individuals own amounts from \$200 to \$32,000, par value.

It is somewhat redundant to state that as an agent's sales volume increases so do his commissions. The obvious plus is that preferred stock dividends and bond interest are certain. As the business prospers, the value of the common ascends. The salesmen, then, make a three-way profit.

However, we have never forced the sale of stock to any agent. Furthermore, those men who do not have our

stock receive the same attention as those who do.

An experienced agent knows his territory better than we do. He lives and travels in it and has an intimate knowledge of buyers' needs and problems. He reads his local newspapers daily, keeps informed on current economic conditions, spots news trends in merchandise appeal, and learns what kinds of business promotions are effective.

When our agents write or speak to us, we listen attentively. Practically

every recommendation they make to refine a policy, adjust a price, plan a promotion, or revise an advertising message is reasonable and sound. We cannot always accept their suggestions. Sometimes, we cannot go along at all when we look at the problem nationally. Nevertheless, in the past 10 years we have translated an extraordinarily large number of these tips to management into operating practices.

The counsel of Sylvan and Mel Moses, Chicago, and their sales direc-



America's Informal Business Capitol

The Greenbrier's new West Wing offers groups up to 1000 the finest and most modern meeting facilities to be found.

The auditorium, the theatre, and various-sized smaller meeting rooms provide complete privacy and air-conditioned comfort for all types of functions. The latest P.A. systems, stage and movie equipment (including a CinemaScope screen in the theatre) are available. Attentive service is, of course, axiomatic at America's leading resort hotel—The Greenbrier.

Special all-inclusive Group Rates effective December 1, 1955, to February 29, 1956.



For complete information, address:
DIRECTOR OF SALES
The Greenbrier WHITE SULPHUR SPRINGS,
WEST VIRGINIA

Or inquire of Greenbrier offices in:

New York, 17 E. 45th Street, MU 2-4300
Boston, 73 Tremont Street, LA 3-4497
Chicago, 77 West Washington Street, RA 8-0625
Washington, D. C., Investment Bldg., RE 7-2642
Toronto, 80 Richmond Street, West, EM 3-2693

Who's Briddell?

Seafood fishermen, canners, icemen and butchers have used Briddell's custom tempered industrial cutlery for 60 years. In 1895, a 14-year-old blacksmith, the late Charles D. Briddell, Sr., hand-forged the company's first product, an oyster knife.

In 1947 the firm, incorporated in 1925, set a new trend in carving fashions with its Carvel Hall brand of Jewel Packaged Lifetime Guaranteed Steak Knives. Two million families own the company's original cutlery sets and electric sharpeners. Value, \$41 million.

Briddell entered the fast-growing Stainless Tableware field last month, using a new exclusive formula metal, "Carvalloy," which looks like silver yet won't tarnish.

tor, Stan Wells, whose midwestern agency includes 24 men, 14 of whom sell Carvel Hall to housewares, hardware, jewelry and business gift distributors, has been invaluable to management. In sales promotion, merchandising, product and package design, and general publicity, the Moses Brothers are experienced and authoritative. The Moses firm started building distribution for us in 1938 in the Midwest; it is as energetic and aggressive today as then.

Sylvan Moses in 1954 proposed a new national advertising theme for our black and copper styled Homemaker kitchen cutlery. He suggested that the copy appeal be on the decorative effect of the colors in the consumer's kitchen rather than concentrating on the high quality, even though it carried a lifetime service guarantee. Simple. But company executives and our advertising agency could, for the moment, see only the power of headlining the product description. The interesting sidelight is that 17 girls in the agency were asked to select the appeal they liked best; copy writers were not disclosed. Sylvan won hands down.

Robert P. Hussey, a gentleman known and respected by hundreds of buyers, operates the New York office

from which travel 10 men in the Northeast. They sell Carvel Hall gift cutlery, kitchen knifeware, and our new electric knife sharpeners. Bob has frequently advised the company on policy and product development and general sales administration. Many of his ideas have become excellent sales makers. He was elected a director of the company in 1952.

Hussey urged that the company move strongly into the jewelry and silverware market. Prior to the advent of Carvel Hall steak knives and carving sets, jewelcase packaged, retail jewelers seldom looked at cutlery. The commonplace cardboard package in which cutlery was traditionally packed had no place in a diamond-studded setting. Bob sold two of the largest national jewelry and silverware distributors right off the bat and proved his point. Today, more than half our volume comes from this kind of distributor.

Young, popular Charlie Cravotta and Bob Gentile began covering the southwestern markets out of Dallas for us in 1954. It was Charlie's plea that we engineer an additional line of cutlery in a medium-price class; this was done in the form of our Constellation brand Steak and Carving Sets and they are selling quite satisfactorily.

Jim Dissman took hold of Southern California for us in 1950. Jim comes up with a new promotion idea every two weeks; his ideas are usually tailored for his local market. Two, however, were adopted nationally and offered retail salespeople a merchandise incentive with a new twist.

Ideas from Field

Other agents, Jim Anderson, San Francisco; Stan Bunker, Denver, and his associate, Charlie Stoddard, Salt Lake City; Grant Foster, Seattle; Ralph Kilmon, Salisbury, Md., are consistently producing new, fresh selling slants, many of which have been approved regionally and others across the board. These men began selling our products within the past 10 years; each is young and skilled in the arts of selling. Jim Anderson proposed in 1953 that we approve the appointment of a dealer contact man, Charlie Poetzl. This was done and Anderson's territory showed a healthy increase. Jim was top man in percentage of sales increase in 1954 and was accordingly recognized at a January sales convention.

We do not believe in short-lived or lengthy sales contracts. Our present contract form, which the men tell us isn't actually needed, contains four paragraphs on one page.

As to turnover, while we have added new agencies, only one sales office has been replaced by another in the past 18 years. That change, effective in early 1954, wasn't made until the pros and cons of the problem had been examined for 15 months.

Our desire is that the Carvel Hall franchise retain its high value for our agencies in the same measure by which we weigh the agency's worth to the company. This implied faith and trust in each other, in our opinion, makes for a firm feeling of mutual security.

Our men receive a commission rate that is average for the industry. Cash and merchandise bonuses are available to each agent for various degrees of performance.

In 1949 it was necessary to reduce commissions by 20%. We told the men the original rate would be reinstated as soon as profits permitted. No one likes a cut in salary. Our men took a deep breath, kept bearing down, and within a year the difficulties were overcome. The rate was restored.



TAKING THE LEAD — and going away!

All eyes are on a couple of favorite "four legged wheelbarrows" during a tense race at a youngster's outing in Rutland, Mass.

Food advertisers who keep a close eye on grocery sales pacesetters know how well

Worcester holds its enviable position in food consumption. The Metropolitan Worcester County Market, supplying three-meals-a-day to over half a million ravenous appetites, is now 28th in the nation—with food sales of \$175,676,000.

Metropolitan
WORCESTER
County **28th** in the
nation
in Food Sales
Circulation:
Daily, 156,818; Sunday, 104,429.



The
**WORCESTER
TELEGRAM
-GAZETTE**

OWNERS OF RADIO STATION WTAG AND WTAG-FM

WORCESTER, MASSACHUSETTS
Howard M. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

**Q. Say Frank, we put The Seattle Times
on the "A" schedule didn't we?**



**A. Seattle Times? Sure—
for two good reasons...**

"First of all, George, Seattle is really busy these days. All national records on population increase, retail sales, spendable income, and so on, list Seattle as one of the hottest markets in the country."

"And to reach Seattle, The Seattle Times is the answer—the leading newspaper in both circulation and advertising. No question it will do a real job for us."

The Seattle Times

SEATTLE'S ACCEPTED NEWSPAPER

Represented by O'Mara & Ormsbee, Inc.

New York • Detroit • Chicago • Los Angeles • San Francisco



In June 1954 we established a promotion fund to which the agencies contributed 10% of their monthly earnings. We matched the amount. The fund could be disbursed at the discretion of the agency for co-op advertising, trade promotions, and other business stimulators. The plan worked. It assured an equitable distribution of company promotion funds to each territory. It gave the sales office a chance to reinvest part of its earnings toward building for the future in its territory. Costs of national consumer and trade advertising and general marketing activities are absorbed entirely, of course, by the company.

No House Accounts

We have absolutely no house accounts. In our judgment, a company's selfish holding on to certain choice accounts is one of the most vicious and harmful practices in selling today.

Of course we are not perfect, and have had one or two minor tangles of split credits involving two agencies. A recent incident where several thousand dollars of commissions were involved was compromised. That it was settled "without blood or tears" is a happy testimony to the value of friendship in and among the various agents. Reasonable, fair-minded men who are friendly with each other can remain that way by talking problems over quietly and straightforwardly.

But with house accounts—in the first place, we have always been reluctant even to consider such a policy. One cannot hide a "curve." It comes out sooner or later. Then, you've got a situation where every man loses his faith and trust in you. In the second place, we have never tried to sell any of our men on agreeing to our taking over an account direct. Our agents are entitled to all the business in their territories, whether they started the ball rolling or not.

Agents know what will sell. They're in buyers' offices and stores every day. Our men see at first-hand what type of allied products and packages are in demand. While we have a fine product and design department, and use the services of Industrial Designers George Nelson and Egmont Ahrens, we rely to a considerable extent on suggestions from our men in the field.

When, in 1944, we were seeking postwar products to supplant our limited volume of commercial cutlery for the seafood, ice and butcher trades, Moses Brothers urged us to move toward household cutlery manufacture.

The Carvel Hall design was

created in 1947 by the Eastern Shore's Paul Culver, hobbyist and craftsman. This was the original ivory-handle knife with sleek sharp-pointed blade. It was packaged richly in a plastic ivory chest and had the look of a fine gem. The same design without any basic change is, after eight years, selling in substantial quantities.

Robert Hussey, and his brother Clarence, accurately predicted in 1945 a heavy demand for machetes in Latin America. After researching their idea, we moved into that market with a full line of machetes within a few months and by 1948 had shipped \$2 million worth of these edge tools.

It was Grant Foster of Seattle who sought a skilled, imaginative jewelry manufacturer in that city for the development of a special engraving process for the ivory handles. This decorative design was immediately popular in overseas gift and souvenir markets and produced new volume of several hundred thousand dollars.

Others of our agents have dreamed up sensible new product and market ideas. Some were good, others just fair. Our own batting average has likewise varied in this department. Engineering President Charles, Operations and Administration Vice-President Willis, I and others on the home staff carefully study each suggestion from the men. We adopt many of them.

Batting Average Varies

Isn't it true that everyone likes appreciation, needs a little frequent pat on the back and a flash of the spotlight? Here at Carvel Hall, we like to say thank you to our men for their every contribution.

Whether it be a congratulatory letter, a mahogany and gold engraved plaque, an acknowledgment at a banquet, or even the presentation of the agent's portrait in oil (a hobby of the author), we try to let our men know that we sincerely and wholeheartedly appreciate their service, cooperative attitude, diligent efforts and good fellowship.

We consider highly important the development of a down-to-earth, homespun, honest personal relationship from which can stem a complete understanding of everyone's problems.

The feeling of creativeness, of helping to build something worthwhile, and being a part of a big, happy family, has as much appeal to manufacturer agents as—if not more than—the satisfaction of beating quotas and amassing large commissions. At least, such is our philosophy and we believe that for us it has been right.

The End

A new type of gift
for that

SPECIAL CUSTOMER



...The *Niagara*
**CYCLO-MASSAGE
EXECUTIVE
CUSHION**

Show your customer or business associate that you have his best interests at heart. The Niagara Executive Cushion will help him rest and relax, avoid tension and fatigue. With his "nerves" at rest he'll be a happier man and a healthier one, too.

The Niagara Cushion contains a new, patented cyclo-massage motor which is identical to that used in the massage equipment of top athletic teams, such as the Pitt Panthers, the Cardinals, and the Giants. Baseball's Monte Irvin used Niagara on his broken ankle. Top golfers like Snead, Middlecoff and Sarazen have Niagara to help them relax for a big day.

Now executives can alleviate the discomforts of the trying business day with Niagara. Daily use of this Executive Cushion will help increase circulation, soothe postural fatigue, and ease many of the aches and pains developed by a sedentary "office" life.

The Niagara Executive Cushion is new, different, practical, will last a lifetime, will be used every day, and will promote better health . . . what better qualifications could a gift have?

For full details and descriptive literature, write Niagara Mfg. & Distrib. Corp., Adamsville, Pa.

NIAGARA MASSAGE
Adamsville, Pa.
In Canada: Monarch Massage, Ltd., Fort Erie, Ontario



"Combines
prestige with results,"
... says

The OILJAK MANUFACTURING CO.
INCORPORATED
MONTCLAIR NEW JERSEY

THE WALL STREET JOURNAL
44 Broad Street
New York 4, New York

Gentlemen:

The story of our "Complete Contract Manufacturing Service" must reach the men who make management's decisions. Last year we devoted a portion of our advertising budget to the Eastern Edition of The Wall Street Journal. Business realized from these ads exceeded the returns from our entire advertising program for the preceding year. And -- we have found that every inquiry received from The Wall Street Journal has been important to the man who made it.

Naturally, we have increased our activity in The Wall Street Journal this year. It ideally combines prestige with business-getting results.

Very truly yours,
THE OILJACK MFG. CO., INC.

S. M. Newcomb
S. M. Newcomb
Sales Manager

SMN/man

Mass Plus Quality-Happy Advertisers

Many an advertiser is searching for the "ideal combination"—the medium that will bring him volume response from top-caliber prospects. In the business field, this function is filled by the Only National Business Daily: a massive circulation of responsive executives. What an advertising medium!

Circulation: 365,133

THE WALL STREET JOURNAL

Published at

NEW YORK
44 Broad St.
DALLAS
911 Young St.

CHICAGO
711 W. Monroe St.
SAN FRANCISCO
415 Bush St.

Ford's Continental

(continued from page 38)

Some stay for several days to see their car built.

One aphorism of motoring is: The more price, the more power. But Continental will not advertise, nor even intimate, horsepower. Mark II's engine, says Bill, "is adequate for top performance." When you press him he tells you it "won't be less than Lincoln's."

Mark I used a Lincoln V-12, but Mark II takes and adapts the present Lincoln V-8. This is now rated at 285 hp—30 more than Lincoln offered for 1955. On a dynamometer Continental tests and retests each Lincoln engine. Each transmission is vehicle-tested before shipment to factory. After installation each engine and transmission get a final check on Continental's test track.

The speedometer of the car I was in indicated up to 200. But then I learned that this one was for delivery abroad, where speed is measured in kilometers. Mark II's potential for U.S. drivers is only 140 mph. Thus far it has been driven only 126.

Proving the Mark II

Since the first mechanical prototype of the car hit the road two years ago, six others—mechanical and production prototypes—have been put through their paces across the country. One has gone more than 90,000 miles. All get the full treatment, among other places, at Ford's desert proving grounds at Kingman, Ariz.

The motormakers may talk safety, but always speed is in their blood. Henry Ford I proved an early car in speed trials and Louis Chevrolet got his start as a race driver. Two of the fastest travelers I know are Henry J. Kaiser and gm's Charles F. Kettering.

So as I sat waiting in Bill Ford's office while three broadcasters taped a radio interview with him, I was not surprised to see that one of the books beside me on the long table was Wilbur Shaw's "Gentlemen, Start Your Engines." . . . Another was "Ford at 50." . . . Around the room were pictures of Henry I and Edsel and the Bill Ford's daughters, and a drawing of old St. Andrew's Golf Course in Scotland.

Bill Ford is short and trim, black-eyed, alert, quiet and friendly. Between puffs at a cigarette, he speaks proudly of the Mark II's "personality" and the place he thinks it will fill in the "prestige market." The prospects' income he regards as secondary to their "fine taste." And al-

though most people he and McClure first approached on the car were over 40, he thinks the car will "appeal to people of all ages—including some who may have to strain themselves financially to buy it."

Many of the 1,000 who have ordered loom large in "Who's Who." But the Continentalites won't make capital of them. . . . On the other hand, they won't let the customers run their show. Already, some prospects have asked for alterations. One wanted a TV set and a refrigerator in the back seat. But Continental wouldn't help. Cadillac may boast of all it does to fit the special needs of popes and potentates. But Continental won't "customize" its bodies.

Car Still Must Be Sold

Thus Doug McClure and his dealers will have to do a lot of explaining, as they sell.

Before joining Continental, two years ago, he was a field sales manager for Lincoln-Mercury, and then manager of market research, and assistant manager of L-M's administrative department.

When Mark II still was in the design stage, McClure says, Bill Ford wrote to several score "dignified and responsible" individuals for their ideas on the car. Then McClure went out to call on 50 of them—in New York, Boston, Philadelphia, Washington, Dallas, Houston, Los Angeles and San Francisco. These included leaders in government, manufacturing, retailing, transportation, communications and finance—and one or two in entertainment who have kept out of the gossip columns.

"They all cooperated," Don McClure adds. "Nearly all were definitely interested. (One spread the designer's concepts on the floor and crawled around on his knees looking at them.) We incorporated several of their ideas. . . . And of these 50, 15 placed orders."

Since word of the Mark II got around, demand is climbing. "At first Ford International would settle for 75 a year," he explains. "Now they're trying to boost this figure. Ford of Canada wanted only 25—but already they've ordered 30."

Even a car with such a thin market must have adequate distribution, sales, service and promotion support.

McClure's HQ staff now numbers only five, excluding secretaries, and he does not yet have a field organization. Lincoln field men sell the Mark II to Lincoln dealers.

With more than 600 dealers signed by mid-September he expects to get the "basic" 650 in the fold by mid-

The Only Really New Christmas Gift Idea in Years



Reaches The Hearts of Your
Customers Through The Hearts
of Their Children

A gift no customer or employee can forget. At last, a totally different kind of Christmas gift, for clients, customers, business associates . . . a gift that every parent, or grandparent, will love the more because you give it to one he loves.

American-TOYS-OF-THE-MONTH*

is a brand new kind of giving—that goes on giving month after month. Every child you enroll, from infants up to 12 year olds, gets a fine quality, American made, properly age-grouped toy, 3, 6 or 12 times a year, (depending on your subscription.) With each toy we include a card from you.

No one can duplicate your gift. Only one subscription accepted for any child. Every effort is made to keep your gift exclusive. So don't wait. Be first to give your customers' children the first really new gift in years.

It's the easiest gift you ever gave. Nothing to do but fill out the coupon below (list other names on a separate sheet) and mail it, with your check, to:

American-Toys-of-the-Month*
P. O. Box 232 • Lawrenceburg, Indiana

Act promptly. *Only on subscriptions received before November 25 can we promise delivery of the first toy before Christmas. Your order will be promptly confirmed.*

Every toy a real value. Every American Toy-of-the-Month is fine quality, made in America for American boys and girls, and worth more than you pay. Different toys for boys and girls, approved by child psychologists.

Unconditional guarantee. If after the child receives the first toy, you wish to cancel your subscription for any reason whatsoever, your money will be refunded upon return of the toy.

All toys guaranteed to be unbroken and in good working order or will be replaced.

Bonded! No Risk! American-Toys-of-the-Month are bonded by the UNITED STATES FIDELITY AND GUARANTY COMPANY.

Act Now! Only first request for each child accepted!

*Trade Mark

 **American**
TOYS-OF-THE-MONTH*
Box 232 Dept. A, Lawrenceburg, Indiana

Please enroll the following child in the American Toys-of-the-Month Club. My check (or money order) covering all subscriptions in full is enclosed.

Child's Name _____ Sex _____

Child's Address _____ Approx. Age _____

City _____ Zone _____ State _____

To be enrolled for

3 Toys a year (\$7.50 subscription fee) Christmas. Specify other dates _____

6 Toys a year (\$13.50 subscription fee) 12 Toys a year (\$23.50 subscription fee)

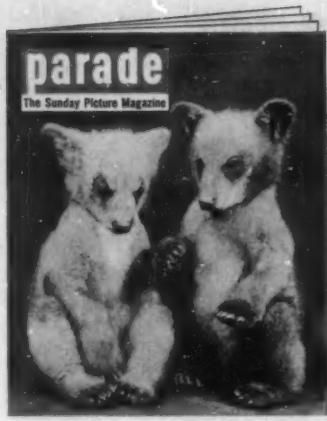
Please see attached sheet for additional children covered by my check. (List each child's name, address, approx. age, sex, and whether order is for 3, 6 or 12 months.)

Sign gift cards thus: _____

My Name _____

Street _____

City _____ Zone _____ State _____



In a little New Mexican village there's a whittler so expert that people wait a year for his masterpieces—and pay plenty.

His story in a recent issue of PARADE, the Sunday magazine, was read by eight readers in every ten.

Fresh, off-beat stories like this make PARADE the best-read magazine in the country, according to independent surveys, and give advertisers twice as many readers per dollar as the big weekday magazines.

No doubt about it: To open new markets, to establish brand names, to build sales all week long—PARADE has what it takes!

Whittler's masterpiece



**PARADE...the Sunday Magazine Section of 50 fine newspapers in
50 key markets...with more than fifteen million readers every week.**



130

SALES MANAGEMENT

October. He is concentrating on those in major markets. "We must offer the car to all 1,300 Lincoln dealers. But if all of them took it, some couldn't get a Mark II for two years.

"Any Lincoln dealer, however, will be able to get a Continental back on the road. And if the Lincoln man, say, in Missoula, Mont., lacked needed parts, the Continental dealer in Spokane could produce them promptly."

The sales agreement does not call for major investment. A dealer must have the "qualifications, personnel and facilities" to make the most of his market. He must employ competent salesmen and provide workmanlike service. Every month he must tell

Continental Facts

Length	218.4 inches
Height	56 inches
Width	75.5 inches
Tires	8:00x15
Steering	Power
Brakes	Power
Air Vent	Power
Windows	Power
Transmission	Automatic

Continental his "true financial condition," and every 10 days, his progress (or lack of) in selling and servicing these cars. He is to maintain stocks of Mark II's (if he can get them!) "equivalent to between 8% and 12%" of his annual deliveries; have at least one demonstrator car available, and conduct his business so as to "reflect favorably at all times on (Ford Motor Co.) and its products."

He may use "Continental" in his firm or trade name.

In fact, he must promote Continental in his area and contribute to Continental's national advertising.

To create what McClure calls a "state of mind about the car," Mark II's debut is being announced in an \$800,000 "factory" advertising campaign in magazines (through Young & Rubicam, Inc.), plus \$600,000 for sales promotion. Each dealer also agrees to put \$200 into a national fund for each Mark II he buys.

For this "coordinated, effective and economical advertising and sales promotion program," dealers authorize

"YOU worry about credit risks. WE have sales quotas to meet!"



Does a conflict between an aggressive sales campaign and watchful credit policy hurt your profits ? ? ?

Here's how the DOUGLAS-GUARDIAN PLAN can bridge the gap between the two departments so that your business functions more smoothly.

If you are a manufacturer you can ship merchandise to your distributors' locations on open account. Douglas-Guardian will issue field warehouse receipts for the products—receipts which give you control of the inventory. Local banks and lending agencies also regard our field warehouse receipts as prime collateral. Should your distributor wish to use the receipts as security in his locality, funds can be readily made available for payment of your invoices.

For complete information mail the coupon.

MAIL NOW

DOUGLAS-GUARDIAN WAREHOUSE CORPORATION

118 N. Front Street, New Orleans I, Louisiana

Please have your representative call us for an appointment.
 Send us full information on Field Warehousing.

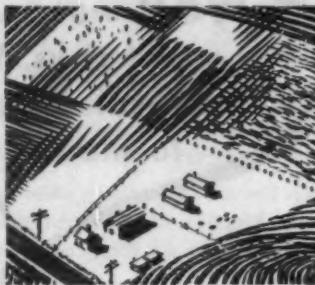
Individual's name _____ Title _____

COMPANY NAME _____

Address _____ Tel. No. _____

City _____ State _____ BM-10-15-55

**IT TAKES
BIG FARMING
TO MAKE
BIG FARMERS**



**CAPPER COUNTRY
HAS IT!**



The best farm families —
in the best farm counties
— in the best farm states!

This is the land of tall silos, shining bins, well-kept barns, grain fields stretching as far as the eye can see. Here in CAPPER'S FARMER territory, are big families with clear-eyed healthy children—America's largest, most productive farms—with big needs now and for the future. For your products, your services, this is a dynamic, ever-growing market!

**Capper's
Farmer**

Topeka Kansas

**To sell the engineered construction markets,
your best buy is
CIVIL ENGINEERING**

- 1** 90% of CIVIL ENGINEERING'S 38,000 readers are members of the American Society of Civil Engineers who must meet continuously the Society's rigid requirements as to construction experience in "responsible charge of work."
- 2** CIVIL ENGINEERING is unsurpassed in continuity of readership. 87% of these readers continue to read year after year. They are not "in-and-outers" but devote their lives to construction.
- 3** CIVIL ENGINEERING'S editorial content is functional and authoritative. 95% of its articles are written by top-flight engineers actively engaged in important projects. Civil Engineers spend an average of 3½ hours reading time with each issue of C.E.
- 4** CIVIL ENGINEERING produces results. 36,715 product information requests were received from one issue alone, resulting from a listing of advertisers' literature.
- 5** CIVIL ENGINEERING builds advertiser satisfaction. More manufacturers of equipment and materials than ever before are advertising in CIVIL ENGINEERING. Year after year, C.E. has shown a continual gain in advertising image.

Engineers are educated to specify and buy.

**CIVIL
ENGINEERING**

The Magazine of Engineered Construction
The American Society of Civil Engineers
33 West 38th Street, New York 18, N. Y.



OLDE GEORGETOWNE DELIGHT

Famous old South recipe, fresh from modern Southern bakery. Finest fruits and choice pecans, expertly blended and flavored with brandy.

ORDER NOW!

5 LB. CAKE \$8.95 • 3 LB. CAKE \$5.95

Includes gift wrapping, personal card, packaging in tin and postage. Send list with p. o., check or m. o. today.

OLDE GEORGETOWNE HOUSE
1640-A WISCONSIN AVE. • WASH. 7, D. C.

Group organization with television, radio station and newspapers in the Southwest and West has opening for an aggressive promotion manager. Also splendid opportunity for salesman in one or all three mediums. Operations are in non-metropolitan areas. Please give earning requirement in the first letter. Our organization knows of this advertisement and all replies will be held in confidence pending further negotiations. Box 3158.

Continental to spend their money as it thinks best. At the end of each calendar year Continental makes an accounting to all of them. On the sale of 6,000 cars a year the dealers' fund would be \$1.2 million.

Meanwhile, Continental will continue its own program, and will get a place in Ford institutional advertising.

A dealer may launch Mark II in his market on an initial advertising-promotion expenditure of about \$2,500.

From a big black brochure on introductory material, the dealer learns first that he should have four pieces: "Color and Upholstery Story," a "prestige catalog" called "The Continental Story;" a salesman's data book, and dealer handout brochure. For good-size dealers a working quantity of these four comes to \$247.50. Extra copies of "Color-Upholstery" cost \$82.50 each; prestige catalog, \$1.60 each; salesman's book, \$9 each, and handout brochure, eight cents each.

Selling Youth, Too

A bronze Continental trademark (four-pointed star over an octagon) sets the dealer back \$100 (f.o.b. Lima, O.). Addition of Continental to a Lincoln-Mercury outdoor neon sign can be made for \$226 (f.o.b. Kalamazoo).

Among other needs: An outdoor display banner, \$12; package of four showroom display materials, \$97.50; sets of engraved invitations, from \$43.50 a hundred, scaled down to \$187.50 a thousand. Prints of color slide films—"Our Opportunity with Continental" (on sales training) and "The Finest Motor Car in the World"—cost \$25 each.

Mats and stereotypes of varied sizes for dealer's newspaper advertising will take some of the "privacy" out of Mark II's debut.

And to win prospects young a dealer may buy two types of toy Continentals: A free-wheeling model, "complete with two-tone interiors," may be had for \$14.60 for each of the first five dozen, or about \$1.25 a car, and a "remote-controlled" model comes to more than \$5. But with a motor powered by a flashlight battery, it "goes forward or reverse, right or left at the touch of a finger."

With their eyes on the leaders of tomorrow, Bill Ford's folks tell the dealers: "Please every generation of fine car lovers by having these models available."

Mark II would be worth wishing for.

The End

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

What You Should Know About Advertising Agencies:

Reported to be the first booklet of its kind prepared specifically to explain to businessmen the functions and services of an advertising agency. Published by the League of Advertising Agencies, Inc., it defines, among other things: how the advertising agency serves a client; how to properly select an agency; how a client can get the most from his agency; how an agency is paid; standard terms and conditions of agency-client relationship; scope of agency services. Write to James B. Zabin, President, League of Advertising Agencies, Inc., 220 W. 42nd St., New York 36, N. Y.

Store and Legal Holidays in New England: A list of half and whole holidays observed by New England business. Published by The Greater Boston Chamber of Commerce, its purpose is to help salesmen save hours, telephone calls, mileage and frayed nerves, by planning profitable

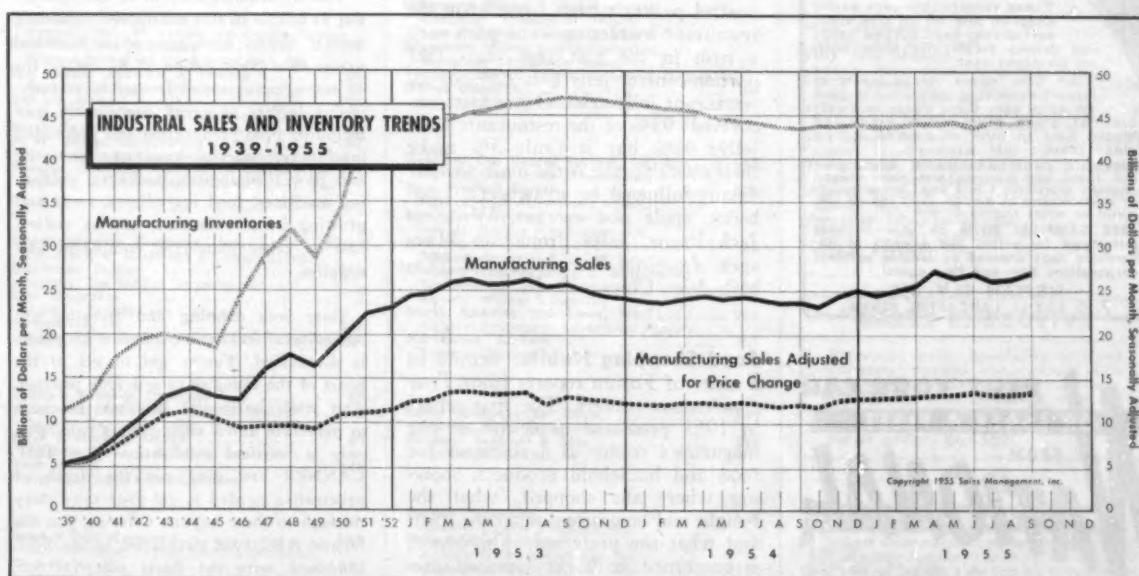
sales trips to communities in the six New England states. A separate section is given over to evening store hours in New England. The booklet is being offered for bulk purchase at 40c a copy. Single copy is 75c. Write to Stuart T. Fearon, Manager, Information and Research Department, The Greater Boston Chamber of Commerce, 80 Federal St., Boston 10, Mass.

Money Also Lists: A 32-page booklet published by *Financial World*, which defines the investor market served by the publications which specialize in finance, investments and stockholder relations. Cited for special mention are several leading advertising agencies that have been pioneers and more progressive in the development of advertisements directed to the investor market. One feature of the study is a case history of the National Steel Corp. whose use of institutional messages, an annual report advertisement and dividend announcements insure a frequent

impact on not only the investing public but among bankers, brokers, security analysts, and investment advisers. Write to Weston Smith, Executive Vice-President, *Financial World*, 86 Trinity Place, New York 6, N. Y.

Industrial Market Planning Workbook:

Published by McGraw-Hill Publishing Co., Inc., it charts 111 geographical area yardsticks of activity for 36 manufacturing and non-manufacturing industries, which can be used by a company selling to these industries to determine: (1) how important one area is for its products as compared to another; (2) what business potential may be expected from each area for its products; (3) where and how its market is distributed by geographical area and industry. The end-product of computations based on this statistical report will be a percent of total national (or regional) business that the marketer can expect to get from each area for the products being analyzed. The book offers area percents of available business and number of prospects, basic to sales planning. The computed percents of available business can be used for planning sales quotas, sales territories, advertising, allocation of sales per-



INDUSTRIAL SALES in September will top \$27 billion, reflecting gains in most durable and nondurable goods industries. Deliveries of primary metals and chemicals were particularly strong in August and September off-

setting declines in auto deliveries. New orders in August were particularly high and suggest continued high levels of industrial shipments throughout the year. The next industrial sales forecast: December 1.

**It's Advisable
and it's easy to buy
THE NEW BUY, TOO**

It's true that the newspapers in Dade, Orange and Hillsborough Counties cover a sizeable, worthwhile share of the big Florida market. But the Miami, Orlando and Tampa newspapers do not cover the 30 markets in the 40 Florida counties reached by the New Buy.

It's easy—one order, one billing.

Now, full color advertising is available...Produced by the New Perry Process.

The new method of printing direct from original magnesium engravings results in a quality of reproduction that is cleaner and clearer than is possible by the hot metal method.

We require the same material for full color reproduction as that furnished to rotogravure magazines.



**ABSOLUTELY NEW IDEA
in REMINDER
ADVERTISING!**

Beautiful plastic bottle caps give a distinctive, practical way to place your name or message before your prospects hundreds of times for just a few pennies!

These remarkable caps easily snap on and off all size soda, soft drink, beer bottles keeping drinks fresh and alive with an air-tight seal.

Your firm name, trade-mark or advertisement is imprinted in gold on each cap. Caps come in 6 colors: red, green, blue, yellow, white and black. Sold in bulk or packed 2 to a clear plastic gift envelope.

SPLENDID CHRISTMAS GIFTS! Give a green and 1 red cap imprinted with your message. (Delivery guaranteed 2 to 3 weeks before Dec. 25 on orders received by Nov. 26. Proof samples submitted on orders received by Nov. 7.)

FREE SAMPLES! Write on your business letterhead for prices and samples of advertising caps ordered by leading national corporations time and time again!

HEMAN ELY, JR.
P. O. BOX 62, LANCASTER, PENNA.

**RENT YOUR CAR
OR LEASE A FLEET**

FROM

NATIONAL

in all principal cities here and abroad...consult your phone directory under "NATIONAL". Write for courtesy card and directory to:

NATIONAL CAR RENTAL SYSTEM, INC.
1200 WASHINGTON AVE., CEC. 1-9209, ST. LOUIS 3, MO.



sonnel and budget, estimation of sales position relative to competition, area by area, and the uncovering of hidden markets. The preparation and publishing of the book involved two years of research and the expenditure of many thousands of dollars. To defray a portion of the expense, a price of \$20 has been established for the book. McGraw-Hill salesmen and the nearest McGraw-Hill office have copies available. Write to Frank E. Carson, Manager, Promotion Department, McGraw-Hill Publishing Co., 330 W. 42nd St., New York 36, N. Y.



\$7.2 BILLION FOOD PROCESSING FIELD

**"Sales-Ripe" and
Ready for
Profitable Picking**

BY CHARLES W. YORK
Editor, The Canner

Rarely has any market offered such a challenging, optimistic sales picture. Even the "youngster" of the food processing field—frozen foods—has increased its volume ten-fold in the past fifteen years—accounting for a whopping 1.8 billion pounds of frozen fruits and vegetables in 1954.

Portion-Control Jelly Packaging: Survey conducted by *American Restaurant* magazine reveals that portion-control packaging has burst upon the restaurant marketing scene with such a rush in the past few years that portion-control jelly gets 22% of all restaurant jelly sales. Other facts uncovered: 93% of the restaurants serve jelly; 90% buy it (only 3% make their own); grape is the most popular flavor, followed by strawberry, raspberry, apple and currant. Write to Jack Payne, Sales Promotion Manager, *American Restaurant*, 5 S. Wabash Ave., Chicago 3, Ill.

Food Shopping Habits: Second in a series of Forum reports from *True Confessions* readers. The first report in 1953 presented a picture of the magazine's reader as a customer for food and household products, showing where she shopped, what she bought and how often, what she spent and what she preferred. This report is concerned with the types of prepared foods she buys and the brands she prefers. Write to Clifford H. Coch, Promotion Manager, Fawcett Publications, Inc., 67 W. 44th St., New York 36, N. Y.

The tremendous amount of sales potential available in this constantly-expanding market should open your eyes. Stretched across this great nation in 47 out of the 48 states, canners and freezers are ready-to-buy buyers of every conceivable item including food preparation and processing machinery, material handling, conveying and power equipment, packages, packaging machines, food ingredients, seeds and growing items, chemicals, and an endless host of other materials, equipment and supplies.

Since both canning and freezing are agricultural industries, location of plants is diversified. You've got to get to the heart of the industry to sell your product. And while horizontal food papers claim to penetrate down among these canneries, only a vertical publication like *THE CANNER* can give you the depth of penetration needed to get your sales story through to these buyers. Offering you the largest ABC paid circulation in the field, combined with the finest editorial job, *THE CANNER* is your direct route to this prospering, sales-ripe food processing market. Get all the facts by writing to *THE CANNER*, 105 W. Adams St., Chicago 3, Illinois.

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SALES EXECUTIVE

Foremost Sales Specialist in Food Industry desires association with top flight company or manufacturer. Excellent relationship with all food chains and distributors. Young, dynamic personality and result getter. Box 3159.

SEND YOUR PERSONALITY ALONG

Speak simultaneously to all salesmen, distributors, regardless of number or locale, for less than \$1 per hour per branch via our tape duplication service. Any number of branches in USA covered in 48 hours. Full facts from—

RECORDED PUBLICATIONS LABS,
1540-1552 Pierce Ave., Camden 5, N.J.
Woodlawn 3-3000 WAtn 7-4649

THE SCRATCH PAD

By T. Harry Thompson



All of us in sales and advertising can agree with H. W. Shaw when he says: "Politeness is better than logic. You can often persuade when you cannot convince."

Traffic officials in Morgantown, N. C., had the temerity to report this entry in a safety-slogan contest: "Don't give your wife the car keys."

BLUE BLOOD: End-product of blue genes.

Acrostic slogan for an SM advertiser:

G ood
R eading
I nspires
T rust

I think we err when we put an extra er on tinker to form tinkerer, as so many do.

CELL-MATE: Pen pal.

Nudged by a piece here on the subject, Dan Rashall, of L. A.'s Sunbeam Lighting Co., sends an interesting and informative folder on what constitutes good public relations. Like a copy? Write Dan.

200 West Merrick Road
Freeport, N. Y.

Dear Mr. Thompson:

You goofed, zoologically, when you claimed that the elephant is the most powerful of all animals. He is puny, both in size and strength, compared to the whale.

Your point that power is not dependent on carnivorous habits is therefore not altogether valid. Though steak-eating whales are rather uncommon, the beast is anything but vegetarian, consuming tons of animal life at a sitting.

I doubt that the whale would have the energy, strength, and speed he possesses where he to live on the poor cereal stuff that makes the elephant slow, ponderous, and dull . . . though powerful for a non-meat eater.

Yours for more steaks,
R. W. Ford

CONFIDENCE: Catalyst of Sales

A figurative bottle of champagne breaks across its bow and a new product glides gracefully down the ways of commerce. A shake-down cruise satisfies both builder and owner, and years of success appear assured.

At a nearby yard, another product is launched with equal ceremony. Whistles shriek, and bright burgees flutter in the breeze. There are likewise predictions of a long and successful voyage. But, somehow, this one falls short of expectations.

With many points of similarity, one product succeeds and another fails. Finishing with the marine simile, why did the latter miss the boat? It needs no master navigator to spot the difference: An intangible something we call "confidence."

Confidence in a sponsor whose advertising has built good-

will over the years, whose performance has matched the promise. Confidence in the salesmen whose job it is to put the product across. Confidence, in turn, by those salesmen and the firm behind it.

As an institutional advertisement said during World War II, confidence is a plant of slow growth. It does not spring full-blown from a seed scattered at random. It requires hard work and tender care, just as good gardening does.

When a salesman has confidence in the firm he represents, confidence in the line it makes and markets, he can transmit that confidence to prospects and customers. More than mere merchandise, confidence is what he has for sale, first to last. For confidence is the catalyst . . . the priceless ingredient . . . of sales.

COMMUNIST: A fellow who has given up all hope of becoming a capitalist.—Orville Reed.

Gloria Lockerman, 12-year-old spelling wiz on the \$64,000 Question, was told she should be ready for a word like floccinancinophilipification. The little negro cutie said she already knew that one!

Incidentally, I wonder if CBS would let Dunninger, the mind-reader, compete on that program?

Chrysler believes in putting its best look forward.

"\$2,501,453 Bid for Bridge Work"—Headline. There must be a cheaper dentist somewhere!

Title for a Moorish bop tune: "Moroccan Roll." And for a bedroom murder-mystery: "The Bolster Case."

Words of wisdom from Cicero: "Any man may make a mistake. Only a fool will persist in it."

The late Howard Newton, New York copy-chief, used to say that the principal danger of falling in love with a phrase is that you'll become married to it.

Pat news-head in *Life*: "Talbott's Mulligan Stew."

Hugh Scott tells me about the doctor who always wrote on overdue bills: "Long time no fee."

Television has no more effective salespeople than these: Dennis James, Art Linkletter, Arthur Godfrey, Helen Parrish, Rex Marshall, Bill Shipley, Dick Stark, Art Baker, Jack Lescoulie, Nelson Case. Agree?

Herbert Bayard Swope's formula for failure: "Try to please everybody."

How to get more sales volume!

You'll never know how good your salesmen are . . . until you try the most powerful of all motivations, a professionally-planned incentive campaign.

You'll never know how high your sales curve can reach . . . until you offer dealers and distributors that "something extra" which spotlights your product among thousands of items.

You'll never know how easy it is to beat last year's figures . . . until you sample the service that takes all detail off your desk and applies 33 years' experience to the solution of your problems.

These companies found out . . .



"This month was by far the greatest in our history," says an insurance company. "We are elated over the results."

"Everyone here feels that you did an outstanding job," says a motorcar manufacturer. "You will be given every opportunity to work with us again."

"The 480 distributors, dealers and company personnel who made this trip," reports a farm-equipment maker, "were unanimous in saying that it was the high point of their careers."

There is a reason . . .

The success of travel-merchandise plans is based on human nature—on love of luxury, curiosity about faraway places, boredom with a routine job and routine income that pays routine bills.

Flexible plans provide a campaign for every budget and objective, a prize for every taste and level of sales ability.

Our service makes a difference . . .

Cappel, MacDonald will plan and handle your entire campaign. You save time, trouble and worry, yet you pay nothing extra. Our experts submit detailed plans, create promotion material, supply your winners with nationally-advertised merchandise prizes, arrange preferred-guest travel for groups of any size. You pay for travel at carrier-resort rates, for merchandise at wholesale prices.

Send for free facts . . .



If you want to get more work and enthusiasm out of your men, send for "Who's Selling Who," the complete story of successful incentive programs. No obligation, of course. Just write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. D-10, DAYTON 1, OHIO.

Air Travel is the top award

Whether you send 400 dealers to Havana or offer three top winners a week in Hawaii, air travel makes any campaign exciting and costs you less in time off. All arrangements for a glamorous, satisfying trip are made by Cappel, MacDonald—using the facilities of



PAN AMERICAN WORLD AIRWAYS

CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio



Offices in all principal cities and Canada

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES

Who put Peaches in the soap dish in Chicago?

All was quiet on the ulcer front at Peter, Peter, Plompkin & Eater—Specialists in Plain and Fancy Advertising.

Art department lions were purring, copy cats licking their chops and account men celebrating with double milks-on-the-rocks. Rumors had been confirmed. Headlines blazed for all the advertising world to see: "Peaches Soap Goes to P.P.P. & E."

Client and agency conferred. They puzzled and they cross-pollinated. Which sex uses the most soap—the delicate little woman or the rugged man-of-the-house? Which advertising approach would be best? A campaign spotlighting gorgeously gowned gentility or tattooed cowboys?

The problems were big—the answers slow in coming. When in walked Joe, a handsome hero from the Chicago Tribune advertising cast. "At your service, gentlemen," said Joe, as he bowed from the waist. It just so happened that Joe carried with him a research report all about toilet soap sales in Chicago. And here are some of the facts it covered:

Women buy the toilet soap in 83% of Chicago's households. However, they don't always dictate brand usage. In 25% of the homes, the man and wife use different brands. Some soaps are considered feminine—others masculine. But soaps with a balanced masculine and feminine appeal are preferred by over half of the market. The report also revealed how specific brands, through the use of different copy appeals and variation of product characteristics—such as perfume, packaging, etc.—have achieved their masculine, feminine or neuter images.

Of course Joe didn't supply all the answers to the advertising problems of Peaches Soap. But he

supplied some of the guide posts that pointed the way for a successful advertising campaign. And that's just the kind of help the Chicago Tribune can give you.



Nobody knows Chicago like the Tribune.

The Tribune has spent several million dollars to find out facts that vitally affect your Chicago sales. It knows who your best customers are, where they live and shop, why they buy. This valuable information is yours for the asking.

Nothing sells the Chicago market like the Tribune.

Retail sales in Chicago and the 206 Chicagoland counties are big—valued at \$17 billion. And the best way to sell this market is through the Tribune. Does advertising in the Tribune pay? Just ask advertisers like P & G, Mandel Brothers, Union Pacific Railroad and Whirlpool Washer.



People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like watching football in October. Almost everybody does it. Everybody feels its impact. Practically 3 out of 4 families in the Chicago metropolitan area read the Tribune—almost half of all the families in 839 midwest towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 10 tunes in on an average evening TV show.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

